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**Charting the CGIAR's Future --
Reshaping the CGIAR's Organization**

Toward a Longer-Range Financing Strategy for the CGIAR

At its meeting in January 1999 the Consultative Council requested CGIAR Finance Committee Chair, Alex McCalla to lead the implementation of the CGIAR System Review recommendations on resource mobilization and public awareness.

At MTM99, the Group endorsed Mr. McCalla's proposal that a consulting company, The Conservation Company, be engaged for the task and that a working group representing the Centers, Members, CGIAR public awareness and resource mobilization professionals and the Public Awareness and Resources Committee of the CDC guide their work.

At ICW99, the Group discussed an interim report and endorsed the propositions from the Finance Committee that:

- CGIAR Longer Term Financing Strategy should be based on the continuation of ODA funding with some proportion being supported by non-ODA funding from DAC countries, expansion of Southern financial participation and a special effort to solicit private philanthropy.
- A single mechanism, such as a CGIAR foundation, be used for implementing a harmonized, but not centralized, approach for resource mobilization and public awareness.

At MTM00, the Group discussed a draft report which elaborated the proposed CGIAR financing strategy. The Group unanimously affirmed the need for a global public awareness/resource mobilization effort, endorsed the concept of the CGIAR/Future Harvest Foundation, and requested that a business plan and final proposal on structure be presented at ICW2000.

The Chair of the working group, Alex McCalla, will present the report completing its assignment. The CGIAR Finance Committee, at its meeting prior to ICW00, will discuss the report and propose a plan of action to the Group.



**LONG RANGE FINANCING STRATEGY
FOR THE CGIAR:
Final Report of the Working Group**

October 2000

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EXECUTIVE SUMMARY

OVERVIEW

In January 1999, on behalf of the CGIAR Consultative Council, Ismail Serageldin, Chairman of the CGIAR, asked Alex McCalla then Chairman of the Finance Committee to:

- lead an effort to develop a long-range financing strategy for the CGIAR;
- suggest guidelines to improve the stability and predictability of funding for the CGIAR research agenda; and
- propose appropriate structures and mechanisms to implement a public awareness and constituency-building program for the CGIAR.¹

The patterns of support that had benefited the CGIAR for close to three decades were changing. There had been a substantial 50 percent decline in ODA support to agriculture from 1987-1997. Financing for CGIAR programs² had expanded at an annual growth rate of 2 percent in the current decade, rising from about \$290 million in 1990 to \$340 million projected for 2000. This compared with an annual rate of growth of 8 percent in the previous decade, starting from \$140 million in 1980. For the past three years, financing had been flat at a level of \$340 million.³ Despite the fact that the CGIAR had not suffered significant declines as a whole, the continuing decline of ODA to agriculture and the growing reluctance of donors to commit substantial unrestricted funds to programs sensitized the CGIAR to the fragility of its primary (90 percent of total revenue) source of funds.

A Working Group of the Finance Committee representing key CGIAR constituencies (including Investors, Center Board Chairs, Directors General, PARC and Center professionals) was formed and The Conservation Company (TCC)⁴ was engaged to explore potential approaches for the diversification and expansion of funding for the CGIAR.⁵ Over a period of eighteen months the group embarked on a multi-faceted investigation of all potential avenues for CGIAR support, including researching the existing and emerging philanthropic communities in the North and South; commissioning expert input on the New Wealth and innovative partnerships with the commercial sector; surveying current Center activities; and under a Ford Foundation grant to TCC, delivering strategic marketing consultations at CGIAR Centers.

¹ "Toward a Long-Range Financing Strategy for the CGIAR", The Conservation Company, International Centers Week, October 15, 1999.

² Starting in 1999, the previous multiple categories of funding (core/special, agenda/non-agenda etc.) were integrated. For ease of comparison, historical funding data is shown on the same basis.

³ See Appendix A for a brief Review of Past and Current Funding.

⁴ For twenty years, The Conservation Company has provided strategic planning, program development, and management consulting services to foundations, non-profit organizations, corporate community involvement programs and government agencies.

⁵ See Appendix L for a list of members of the Working Group of the Finance Committee.

The primary findings from the research of that period formed the foundation of the overall financing strategy presented at MTM 2000 by Alex McCalla:

- ODA is not replaceable by alternate sources of funding and is essential for the continuation of research that is in the public good.
- Non-ODA support, from both agricultural and non-agricultural sectors (e.g. environment, population, health and nutrition) may yield support for discrete activities, if a convincing case for their support can be made.
- The CGIAR must make every effort to draw more Southern country members and to increase active ownership of the System by the South.
- Private and corporate philanthropy, in both the North and South, offers opportunities, albeit limited ones for the CGIAR.
- The New Wealth may yield results for the CGIAR, but its cultivation will require an extensive investment and a rethinking of the donor role.
- Partnerships with the business community offer considerable potential, but also require bridging the gap between corporate cultures and a culture of public good and poverty alleviation.
- There are a variety of mechanisms such as creating an endowment that may allow the System to plan for the long-term sustainability of discrete components of the Systems, but many of these mechanisms are tricky and require expertise.

The Working Group strongly recommended to the membership at MTM 2000 that the CGIAR launch an enhanced public awareness/resource mobilization (PA/RM) effort that builds on the current efforts of Future Harvest and grows them into a global initiative. As stated by the Working Group,

The cornerstone of such an effort will be the ability to present the CGIAR as a vital and relevant entity. At minimum, the CGIAR/Future Harvest organization should have expanded marketing and fundraising capacity in each region of the world; support and work with national efforts such as National Support Organizations (NSOs) and Non-governmental Organizations (NGOs); support Center efforts and work collectively to build Center capacity; and collaborate on System initiatives.⁶

The Working Group departed MTM 2000 with the understanding that by ICW 2000 a proposed framework for the new entity would be complete. This following work builds on previous work presented at ICW 1999 and MTM 2000 and focuses on presenting an operational plan for an enhanced global Future Harvest organization, the key recommendation emerging from MTM 2000.

A NEW INITIATIVE

⁶ "A Longer-Term Financing Strategy for the CGIAR", Working Group of the Finance Committee, April 2000.

This new multi-pronged initiative would diversify current funding through non-public sources (business partnerships, endowments and philanthropy), while continuing to maintain, nurture and enhance support from the traditional donors, Official Development Assistance (ODA) and the membership. In financial terms, the strategy translates into five-year objectives of, at minimum, maintaining ODA support at present levels, enhancing Southern participation to a high of \$30 million, or eight percent of total funding, and substantial expansion of non-public support in the range of \$60 million. The Centers will play a critical role in mobilizing new resources and maintaining current support.

Estimated costs for the launch of this initiative are \$2.1 million in year one, growing to \$2.6 million by year five.

STRATEGIES FOR SUSTAINING & DIVERSIFYING FUNDING

Research supported the view that non-traditional donors from the private sector would not substitute for support from current donors. However, it also noted the trend of declining ODA for agriculture. Donors voice concern that their constituencies were challenging them to justify foreign aid contributions on two levels, the charitable and pragmatic. Governments expect a linkage between what they fund and national priorities. The CGIAR must develop new strategies to reengage the donors and to stem the negative trend in ODA. Current strategy hinges on four key elements:

- Promoting "ownership" of the System among its investors
- Ensuring accountability in the use of funds
- Expanding participation of nationals
- Implementing an advocacy program

The strategy to expand membership of the Southern countries builds on elements similar to those for ODA providers, and differs in one crucial aspect: sensitivity to the fact that contributions to CGIAR derive from national (mostly sectoral) budgets, are subject to keen competition, and prone to changing public opinion.

There are significant opportunities for the CGIAR to broaden its funding base through non-public support. Strategies addressing four potential sources – private and corporate philanthropy, the New Wealth, partnerships with the business community and an endowment – are built around several common elements such as building ownership, advocacy and marketing.

The current Future Harvest forms the foundation of this new initiative, but the ultimate goal is a transformed Future Harvest capable of communicating and marketing an energized vision of the System, thereby building new constituencies and broadening the donor base.

THE GOALS OF THE FUTURE HARVEST ORGANIZATION

- To develop and manage a coherent unified marketing, communication and resource mobilization strategy for the CGIAR.
- To enhance the capacity of the System to maintain and strengthen ODA support through the use of effective marketing and communications strategies.
- To diversify the funding base of the CGIAR within 10 years so that foundations, corporations and wealthy individuals are contributing a minimum of 20% of the CGIAR revenue.
- To establish and manage a brand image for the System that is recognized globally.
- To develop marketing messages for the Future Harvest Network of organizations and for the Future Harvest Centers that form the core of all marketing initiatives but that can be tailored to the specific needs of a Center or project.
- To assist in building capacity in all Centers in the areas of marketing, fundraising and communications through a variety of training mechanisms and delivery of services.

RECASTING THE IMAGE OF THE CGIAR TO THE WORLD: MARKETING AND COMMUNICATIONS

The message heard over and over in discussions with potential donors was that the CGIAR was little known outside of the scientific community and that it had no name recognition. The Working Group soon recognized that a bold new vision of the CGIAR is made up of two essential elements: a revitalizing of the scientific culture and a recasting of its image to the world.

Despite significant expenditures of the System on public awareness and resource mobilization, approximately \$12 million overall, the overall effort has been characterized as diffuse, uncoordinated and uneven.⁷ In addition to the many constraints noted by staff, such as lack of resources, information and expertise, a simple analysis of activities by the Secretariat, the Centers and Future Harvest highlights the redundancy of effort in marketing and communications activities. There are numerous examples of multiple messages and overlapping marketing initiatives. This lack of coordination has led to a proliferation of messages and confusion for many investors.

The current proposal posits that success in maintaining and growing current donors while diversifying the resource base will depend on the ability of the System to rationalize and professionalize its approach to resource mobilization and marketing. This rationalization will include eliminating redundancies in the System and developing a global strategy that is built from Center to global level.

⁷ Resource Mobilization and Public Awareness Surveys 2000, Business Plan of the Secretariat 2000 and Future Harvest budget 2000.

The CGIAR must do more than simply rationalize activities. It is also significantly challenged by:

- limited name and “brand “ recognition;
- lack of a coherent message and a coordinated resource mobilization strategy;
- limited expertise in dealing with private sector giving of any sort; and
- marginal effective fundraising infrastructure.

To be competitive in mobilizing new resources in both the public and private sector, Future Harvest must undertake a comprehensive marketing, communications and resource mobilization plan. Future Harvest must learn to:

- adopt a new entrepreneurial approach to PA/RM in targeting private sector support by developing a new focus on Centers’ marketable assets;
- communicate a powerful, integrated results oriented package;
- create a strong brand identity (using the Future Harvest name) that includes a clear, unified message,
- formalize strong and effective partnerships between the Centers, the Secretariat and Future Harvest.

To implement an ambitious plan calling for significant increases in revenues over the next five years, Future Harvest must be restructured, staffed and funded in order to meet the challenge.

RESTRUCTURING FUTURE HARVEST

The parallel deliberations on the system-wide structure will undoubtedly have an impact on the final form of Future Harvest. Ultimately, Future Harvest will be an integral part of whatever structure emerges. Regardless of the outcome, there are some essential elements for Future Harvest transformation that must be addressed. These include:

- **Integration and rationalization** of all public awareness and resource mobilization functions of the CGIAR under the auspices of Future Harvest. These include the current activities of the Secretariat, the Centers, PARC, the PAA and the RMN.
- **Formal linkage** between Future Harvest and the CGIAR that will facilitate the integration of functions and unification on message.
- **Formal linkage to the Centers’ Public Awareness and Resource Mobilization staff through a** joint appointment mechanism.
- **Expanded “professional” governance system** (to be called a Board of Directors), a **strong** Chairperson, and Executive Director.
- **Three functional area “departments,”** with high-level expertise as follows:
 - Public Awareness (marketing, communications, media)
 - Resource Mobilization (public sector, individuals, corporations, foundations)
 - Capacity Building and Member Services

- **Capacity to grow globally.** Future Harvest will explore the potential of raising funds in various geographic sites using contract services and virtual offices. Hubs may be created in high potential fundraising zones such as California. Internationally, independent national affiliate organizations (NOs) will evolve in countries with the greatest likelihood of success in resource mobilization.

An illustration of this proposed structure can be seen on page 35.

ROLES AND RESPONSIBILITIES

- The scientific program of the CGIAR and the allocation of resources continue to be managed through the existing structures.
- Future Harvest will take the lead in setting the strategy for a global marketing and fundraising strategy in both the public and private sector, while working collaboratively with all parts of the CGIAR.

INVESTING IN THE FUTURE

The capacity of Future Harvest to meet its mandate will be dependent on the ability to build the expertise and place it appropriately for impact. Future Harvest's increased expertise in marketing, communications, and development will be amplified by capacity building and strengthening at Center level. In the immediate term, the strategy calls for strengthening core capacity in the key areas by recruiting senior level staff. The strategy also envisions the staggered development of nascent national Future Harvest organizations in Europe, Canada, Latin America, Africa and Asia and the creation of fundraising nodes in areas where New Wealth is concentrated, i.e. Silicon Valley and/or Seattle. Staff will be supplemented by long and short-term consultants with specific expertise. Finally, Future Harvest and the Centers will focus on strengthening capacity at Center level in marketing and communications.

For most organizations, the rule-of-thumb is that it takes one dollar to raise ten. In the case of the CGIAR, a great many resources are available, but are not always used effectively. This initiative, if successful, will benefit the entire System and will, by its very nature, enhance the effectiveness of all CGIAR resource mobilization efforts. Estimated costs for the launch of this initiative are \$2.1 million in year one, growing to \$2.6 million by year five. This incremental approach to growth will allow Future Harvest to experiment and gain expertise so as to be able to fine-tune its needs.

The likelihood is that initial funding will have to be either redirected from within the System; be given as new grants or part of current funding by the donors; or be part of increased support by the Centers. If successful, Future Harvest should be self-supporting within five years either through administrative costs on grants or in discrete funding.

CONCLUSION

Over the past year, it has become increasingly clear that the powerful work that the CGIAR does each day is not being communicated to the world. The Centers have independently begun to realize that they must invest in creating a cogent message and communicating to the donor public. ICRAF, ILRI and CIMMYT are among those who have developed their own marketing plans in the hopes of tapping into new resources for their Centers. But the truly gripping message is of the network of research centers and the sum of the work they are doing. An expanded Future Harvest working in coordination with the Centers will be able to give direction and coherence to the CGIAR message. At issue is the willingness of both Centers and Donors to divert critical resources from the scientific agenda today in order to insure the survival of the System in the future.

Given the magnitude of proposed structural changes within the CGIAR and the integral relationship with financing strategies, it is essential that these important initiatives move forward in synch. However, it is equally critical to maintain the momentum already generated by the long-term financing exercise and to capitalize on the growing interest at Center level.

In the immediate future we recommend the following action steps:

1. Build and expand the Future Harvest organization.

The Board of Directors should be immediately expanded and all public awareness and resource mobilization activities should be integrated under Future Harvest. Communications and fundraising specialists should be recruited and hired to develop and launch the new strategy at Center and System levels.

2. Continue strategic marketing and communications assistance to the Centers.

These ongoing efforts are already bearing fruit. The Ford Foundation supported strategic marketing workshops should be expanded to include hands-on support for development of marketing plans and for implementation of high potential initiatives. The Story Development Initiative has already helped Centers place their most compelling work in the popular media.

3. Continue exploration of major fundraising strategies to understand their likely impact on future revenues.

The System has made the commitment to assess the feasibility of a major endowment/fundraising campaign to achieve permanent financing for the genetic resource collections. Mounting an extensive endowment campaign will have major implications on the entire network. Capacity immediately will have to be ratcheted up throughout the System and be heavily directed towards the endowment. Future Harvest's development will benefit from working side-by-

side with trained fundraising professionals, but it will also be challenged to manage such a large initiative. By MTM 2001, it will be clear whether or not such a campaign is likely to succeed. Specific plans will be submitted at that point.

The potential of social marketing and other mutually beneficial partnerships with the business sector should continue to be explored by Future Harvest and interested Centers.

4. Continue exploration of Future Harvest nodes in the United Kingdom and Belgium and the establishment of a Future Harvest Canada.

Future Harvest has already contracted with individuals to assess potential in the UK and Belgium. The Canadian NSO has approached Future Harvest to become Future Harvest Canada. These are all positive steps in repositioning Future Harvest as a global organization.

Finally, the Working Group would like to note that its mandate and function will be completed with the presentation of this report to the membership at ICW 00. We recommend that until the formal launch of an enhanced Future Harvest, the existing groups focused on public awareness and resource mobilization, i.e. Public Awareness and Resources Committee (PARC), Public Awareness Association (PAA) and Resource Mobilization Network (RMN), continue to function and support the work of Future Harvest and the Centers.

I. OVERVIEW

In January 1999, Ismail Serageldin, Chairman of the CGIAR, asked Alex McCalla, then Chairman of the Finance Committee, to:

- lead the effort to develop a long-range financing strategy for the CGIAR;
- suggest guidelines to improve the stability and predictability of funding for the CGIAR research agenda; and
- propose appropriate structures and mechanisms to implement a public awareness and constituency-building program for the CGIAR.⁸

The patterns of support that had benefited the CGIAR for close to three decades were changing. There had been a substantial 50 percent decline in ODA support to agriculture from 1987-1997.⁹ Financing for CGIAR programs¹⁰ expanded at an annual growth rate of 2 percent in the current decade, rising from about \$290 million in 1990, to \$340 million projected for 2000. This compared with an annual rate of growth of 8 percent in the previous decade, starting from \$140 million in 1980. For the past three years, financing had been flat at a level of \$340 million.

¹¹ Despite the fact that the CGIAR had not suffered significant declines as a whole, the continuing decline of ODA to agriculture and the growing reluctance of donors to commit substantial unrestricted funds to programs sensitized the CGIAR to the fragility of its primary (90 percent of total revenue) source of funds.

A Working Group of the Finance Committee representing key CGIAR constituencies (including Finance Chair, Donors and Center Board Chairs and DGs) was formed and The Conservation Company (TCC)¹² was engaged to explore potential approaches for the diversification and expansion of funding for the CGIAR.¹³ With support from the Ford Foundation and the CGIAR, the Working Group and TCC embarked on a multi-faceted investigation of all potential avenues of CGIAR support. The initial research led the Working Group unanimously to endorse the need for an expanded public awareness/resource mobilization effort, which, at a meeting at Stanford University in August, 1999,

⁸ "Towards a Long-Range Financing Strategy for the CGIAR."

⁹ Clive James, *Progressing Public-Private Partnerships in International Agricultural Research and Development*, ISAA Briefs No. 4 (Ithaca, NY:ISAA, 1997), p31.

¹⁰ Starting in 1999, the previous multiple categories of funding (core/special, agenda/non-agenda etc.) were integrated. For ease of comparison, historical funding data is shown on the same basis.

¹¹ See Appendix A: Review of Past and Current Funding.

¹² For twenty years, The Conservation Company has provided strategic planning, program development, and management consulting services to foundations, nonprofit organizations, corporate community involvement programs, and government agencies.

¹³ See Appendix L for list of members of the Working Group of the Finance Committee

was tentatively named *Future Harvest: The CGIAR Foundation*.¹⁴ The results of this initial exploration were presented at International Centers Week 1999.¹⁵

After a presentation to the membership at ICW 1999, the Working Group and TCC were charged with finalizing the financing strategy for presentation at the Mid-Term Meeting 2000 (MTM 2000). Tasks during this period included engaging in numerous consultations with CGIAR stakeholders; researching the existing and emerging philanthropic communities in the North and South; commissioning expert input on the New Wealth and innovative partnerships with the commercial sector; surveying current Center activities; and, under the Ford Foundation grant to TCC, delivering strategic marketing consultations at CGIAR Centers. As part of these explorations, TCC focused on existing mechanisms within the CGIAR to implement a broad based resource mobilization plan.¹⁶

The primary findings from the research of that period, presented to the membership by Alex McCalla, bear repeating:

- ODA is not replaceable by alternate sources of funding and is essential for the continuation of research that is in the public good.
- Non-ODA support, from both agricultural and non-agricultural sectors (e.g. environment, population, health and nutrition.) may yield support for discrete activities, if a convincing case for their support can be made.
- The CGIAR must make every effort to draw more Southern country members and to increase active ownership of the System by the South.
- Private and corporate philanthropy, in both the North and South, offers opportunities, albeit limited ones for the CGIAR.
- The New Wealth may yield results for the CGIAR, but its cultivation will require an extensive investment and a rethinking of the donor role.
- Partnerships with the business community offer considerable potential, but also require bridging the gap between corporate cultures and a culture of public good and poverty alleviation.
- There are a variety of mechanisms such as creating an endowment that may allow the System to plan for the long-term sustainability of discrete components of the Systems, but many of these mechanisms are tricky and require expertise.¹⁷

At MTM 2000 the Working Group strongly recommended to the membership that the CGIAR launch an enhanced public awareness/resource mobilization (PA/RM) effort that builds on the current efforts of Future Harvest and grows them into a global initiative. As stated by the Working Group, "The cornerstone of such an effort will be the ability to present the CGIAR as a vital and relevant entity. At minimum, the CGIAR/Future Harvest organization should have expanded

¹⁴ This name was eventually discarded as being unwieldy and misleading. The entity in this paper is referred to as Future Harvest.

¹⁵ "Towards a Long-Range Financing Strategy for the CGIAR."

¹⁶ "A Longer-Term Financing Strategy for the CGIAR."

¹⁷ IBID.

marketing and fundraising capacity in each region of the world; support and work with national efforts such as National Support Organizations (NSOs) and Non-governmental Organizations (NGOs); support Center efforts and work collectively to build Center capacity; and collaborate on System initiatives.”¹⁸

With the endorsement of the membership sitting in plenary, the Working Group was once again given the responsibility of taking the initiative forward post-MTM 2000. The simultaneous TAC exercise to redefine CGIAR strategy and vision through 2010 made the task of developing an enhanced PA/RM structure far more complex than would normally be the case. In the interim period prior to the presentation and adoption of the TAC recommendations for the CGIAR, The Working Group proposed to pilot new ideas and build capacity that would prepare the System to move forward as soon as possible.

These included the following:

- Immediately increase resources for Future Harvest’s work by strengthening capacity at its core, and posting media/communications professionals in key locations.
- Increase the expectations that Centers will devote more of their own resources to an integrated PA and RM effort and adopt strategic marketing plans that feature new, collaborative partnerships and ventures among Centers and their partners.
- Work toward expanded Center Board involvement and consider recruiting to Boards persons who can further the PA and RM objectives.
- Hire consultants with specific fundraising and communications expertise to help develop and implement plans.
- Begin to pilot promising, high priority alternative financing initiatives to gain experience and test their feasibility for CGIAR application.
- Work with TAC and Center Directors to begin identifying high-profile activities that lend themselves to funding through new sources.
- Prepare a business plan identifying resources required.
- Develop consensus among key constituencies for an organization plan and structure to fully implement these new initiatives.

The Working Group departed MTM 2000 with the understanding that by ICW 2000 a proposed framework for the new initiative would be complete. The Conservation Company was asked to take the lead in preparing an operational plan for an enhanced Future Harvest, including the following:

- Marketing and Communications Plan
- Structural Model for the new initiative
- Governance Plan
- Staffing plan
- Five Year Revenue and Expenditure Projections

¹⁸ *IBID.*

Future Harvest, the Public Awareness Association (PAA) and the Resource Mobilization Network (RMN) took the responsibility for undertaking:

- A PA/RM Needs Assessment of the Centers
- Capacity Building Workshop for the PA/RM Center Staff

While the Secretariat focused on:

- strategies for retaining and strengthening traditional donor support, and
- strategies for enhancing participation by the countries of the South

In addition, Future Harvest, The CGIAR System-Wide Genetic Resources Programme (SGRP), TCC, and individual Centers continued to explore the potential of a variety of funding strategies including social marketing relationships and an endowment for the safekeeping of genetic resources.

Conference call meetings in July and August, and an all day face-to-face meeting on September 9 hosted by ISNAR at The Hague, Netherlands, gave the opportunity for all members of the Working Group to contribute to the process and to craft the proposal for what is now simply called Future Harvest, the essential element to an integrated, effective resource mobilization strategy.

The following report builds on previous work presented at ICW 1999 and MTM 2000, which described current trends in ODA and private giving; analyzed the challenges faced by the CGIAR; assessed the options for fund diversification; and proposed strategies for achieving new goals.¹⁹ What follows focuses on updating the membership on activities to date and, more importantly, presenting an operational plan for an enhanced global Future Harvest organization, the key recommendation emerging from MTM 2000.

¹⁹ Reports are available through The Conservation Company.

II. BUILDING THE FOUNDATION FOR SUSTAINABILITY

In developing a long range financing strategy the Working Group has constantly wrestled with issues of “**balance**” on a variety of levels:

- The needs of the Centers and the needs of the larger System
- The role of the Secretariat and the role of an enhanced PA/RM function
- Public sector and private sector
- Investment in resource mobilization and investment in research

These and the following assumptions continue to inform the development of the plan:

- Non-traditional private sector donors will not substitute for support from current donors
- The CGIAR and the Centers will continue to play a major role in nurturing and developing ODA support, as well as enhanced Southern country support. Over time, we would expect all resource mobilization activities to be integrated under the stewardship of Future Harvest.
- There must be an integrated marketing and communications plan for the CGIAR that includes the Chairman, the Secretariat, Future Harvest and the Centers.
- The existing Future Harvest is the best foundation for building an enhanced outreach effort. It has the support of the Centers and is already incorporated as a 501(c)(3) nonprofit organization.
- The Centers play a key role in PA/RM, but they have not harnessed their potential in this area as yet; nor are they optimally using currently committed funding. The Centers are the primary vehicle for raising new support. Future Harvest will guide the effort and strengthen System capacity.
- Raising new money will require a substantial investment in an enhanced infrastructure up front, and there may be few donors willing to commit new money to support these activities.

III. Creating an Enhanced Public Awareness and Resource Mobilization Strategy: Building Future Harvest

While stressing the continuing importance of the CGIAR's traditional donors, the Working Group recognized that a bold new vision of the CGIAR is needed that is made up of two essential elements: revitalizing the scientific culture and a recasting of its image to the world. The proposed expanded PA/RM initiative would build on the success of Future Harvest in public awareness and marry it with a targeted resource mobilization strategy.²⁰

THE GOALS OF THE FUTURE HARVEST ORGANIZATION

- To develop and manage a coherent, integrated marketing, communication and resource mobilization strategy for the CGIAR.
- To enhance the Center and system level work in maintaining and strengthening ODA support through the use of effective marketing and communications strategies.
- To have diversified the funding base of the CGIAR within 10 years so that foundations, corporations and wealthy individuals are contributing a minimum of 20% of the CGIAR revenue.
- To establish and manage a brand image for the System that is recognized globally.
- To develop marketing messages for the Future Harvest network of organizations and for the Future Harvest Centers that form the core of all marketing initiatives but that can be tailored to the specific needs of a Center or project.
- To assist in building capacity in all Centers in the areas of marketing, fundraising and communications through a variety of training mechanisms and delivery of services.

The current proposal posits that success in maintaining and growing current donors, while diversifying the resource base will depend on the ability of the System to rationalize and professionalize its approach to resource mobilization and marketing. This rationalization will include eliminating redundancies in the system and developing a global strategy that is built from Center to global level. This would include:

- *Consolidating the majority of public awareness and information functions within Future Harvest*
- *Establishing Future Harvest as the lead in developing a unified message and image for the CGIAR*
- *Creating a coordinated "corporate" strategy in PA/RM that allows Centers the flexibility to pursue their own goals within the global strategy*

²⁰ "A Longer-Term Financing Strategy for the CGIAR."

- *Rationalizing the production of all public awareness materials including brochures, calendars, posters and videos for greater efficiency and consistency of message.*

A. Where we are today: Resource Mobilization, Communications and Marketing throughout the CGIAR System

Public information and donor services have not been neglected within the System. In fact, significant activities take place at all levels of the System from Center level to the office of the Chairman. The majority of these activities are responsive to the needs of the traditional donors. At Center level, senior management and research staff members dedicate between 20 to 95 percent of their time to donor relations, development of proposals and reporting.²¹ The Secretariat is almost entirely dedicated to investor relations, financial management and information services.

In recent surveys, responding Centers estimated that the projected 2000 spending for public awareness and resource mobilization is \$4.1 million (16 Centers) and \$6.8 million (14 Centers) respectively.²² As a percentage of total budget, Center spending on PA (including Center contribution to Future Harvest) ranged from a low of .61 percent to a high of 2.21 percent. Center spending on RM had a broader range from .12 percent to 8.88 percent, illustrating the great variation of accounting of these functions among Centers.²³ Because Center-dedicated PA/RM staff and activities are supplemented by staff and activities from other divisions, it is difficult to get an accurate read on actual expenditures. It is clear that the Centers are spending significant time and resources on both public awareness and resource mobilization in an effort that some characterize as diffuse, uncoordinated and uneven.²⁴

Among the constraints Center staff highlight:

- **Lack of successful PA orientation and editorial control in critical institutional publications and enterprises**
- Lack of corporate identity
- Lack of resources
- Lack of writing skills at senior levels
- Lack of information on donors, priorities and modalities
- **Lack of close PA contacts with major media**
- **Lack of institutional marketing strategy**²⁵

In addition to the constraints noted, Center staff members are hampered further by a lack of internal coordination. Despite the logical synergy between public

²¹ Appendix B: RM and PA Survey Results 2000

²² IBID.

²³ IBID.

²⁴ IBID.

²⁵ Survey Results, August 2000 and Appendix B: RM and PA Survey Results 2000

awareness activities and resource mobilization, only 50 percent of responding Centers reported a formal linkage.²⁶

A simple analysis of activities by the Secretariat, the Centers and Future Harvest in the chart below highlights the redundancy of effort in marketing and communication. Even more troubling is the fact that the lack of coordination has led to a proliferation of messages and confusion for the donors.

	Secretariat	Shifts	Future Harvest	Centers
Chairman Support	✓			
Public Awareness Products				
Annual Reports	✓	⇨	✓	✓ (16)
Newsletters	✓	⇨		✓ (10)
Brochures	✓	⇨	✓	✓ (9)
Fact Sheets	✓	⇨		✓ (12)
Posters			✓	✓ (16)
Calendars			✓	✓ (9)
Video				✓ (11)
Directory	✓			
Public Speeches	✓			✓ (10)
Special Events	✓	↔	✓	✓ (10)
Media Relations	✓	⇨	✓	✓ (13)
PSAs, TV & Radio Spots	✓	⇨	✓	✓ (10)
World Bank Liaison/Visibility	✓	↔	✓	
Website Electronic Inquiries	✓	⇨	✓	
Website	✓	⇨	✓	✓ (16)
Library & Archives	✓			✓
Donor Relations	✓	↔	✓	✓
Building Constituencies	✓		✓	✓
Local PA Efforts				✓
Story Development			✓	✓
Reports on Funding	✓		✓	✓
Training in PA			✓	✓
Ambassador Program			✓	
Fund Raising Private Sector			✓	✓
Visitors Services				✓

The arrows in the above chart indicate activities to be shifted to Future Harvest. Two-way arrows indicate shared activities. In some cases, redundancy is appropriate, especially when an activity or product is unique or specific to the

²⁶ IBID.

group, such as Center annual reports, newsletters and brochures. Some activities may benefit from multiple approaches, such as the Secretariat and Future Harvest sharing responsibilities for World Bank liaison and visibility, and donor relations. Regardless of the activity, the principle to be followed is a coordinated approach and unified message.

B. *The Role of the Chairman*

The Chairman is often seen as the public face of the CGIAR. As the CGIAR's primary ambassador to the world, he can be one of the CGIAR's most valuable marketing assets. The Secretariat actively supports the work of the Chairman by crafting presentations, contacting the media and orchestrating events, among others. As important as the work of the Chairman has been, it has also been highly individualistic and self-directed, and it has rarely been part of an overall marketing or public awareness strategy.

The Chairman will continue to play a pivotal public role for the System and will continue to draw upon the Secretariat to support him in this role. However, in rationalizing the PA/RM activities of the System, the activities of the Chairman must also be linked to the global strategy for PA/RM. The Chairman and Future Harvest can jointly establish an agenda that simultaneously furthers the work of Future Harvest and the System at large. Future Harvest's deepening knowledge of donor priorities and interest, as well as its expertise in developing appropriate messages for the System will support the Chairman's activities – while the Chairman's formal position as a senior World Bank official, personal contacts, and understanding of the donor world will provide valuable entrée for Future Harvest. Combining the outreach of the Chairman with the expertise of Future Harvest will enhance the impact of each.

IV. A MARKETING AND COMMUNICATIONS STRATEGY FOR FUTURE HARVEST

The current Future Harvest forms the foundation of this new initiative, but the ultimate goal is a highly integrated resource mobilization structure for the entire CGIAR. The transformed Future Harvest will be capable of communicating and marketing an energized vision of the System, thereby building new constituencies and broadening the donor base.

These strategies and others are dependent on a highly effective and targeted marketing and communications program. Katherine Vockins and Bruce White of KV Marketing, specialists in international marketing, have prepared the following plan. The plan is specifically targeted to the private sector; however, the strategies proposed will also support efforts to maintain and increase funding from traditional sources.

A. Overall Marketing and Communications Plan ²⁷

1. Goal

The goal of this marketing and communications program is to support a fund raising strategy that significantly increases private sector funding for the CGIAR and promotes the nurturance or public sector support

The following table displays five-year, projected revenue goals for the CGIAR System²⁸. The table shows low and high goals for the System as a whole totaling \$380 million and \$500 million in five-years respectively. Experience suggests that the low may be conservative and the high ambitious.

²⁷ Appendix C: Marketing and Communications Timeline

²⁸ These figures are based upon funding goals identified in the April 2000 *A Longer-Term Financing Strategy for the CGIAR; Report of the Working Group* and the CGIAR 1999 annual report, *Leading with their Strengths*.

CGIAR REVENUE PROJECTIONS*

PROJECTING \$370 MILLION IN FIVE YEARS

	YEAR 2000		YEAR ONE		YEAR TWO		YEAR THREE		YEAR FOUR		YEAR FIVE	
	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$
ODA	90%	\$306	90%	\$306	89%	\$307	87%	\$307	83%	\$300	76%	\$289
Non-ODA	0%	\$0	0%	\$0	0%	\$0	0%	\$0	1%	\$4	2%	\$8
South	4%	\$14	4%	\$14	4%	\$14	4%	\$14	5%	\$18	8%	\$30
Philanthropy***	2%	\$7	2%	\$7	3%	\$9	5%	\$16	7%	\$25	9%	\$35
Business**	4%	\$14	4%	\$14	4%	\$15	4%	\$15	4%	\$14	5%	\$19
		\$340		\$340		\$345		\$353		\$361		\$380
Total	100%	\$340	100%	\$340	100%	\$345	100%	\$353	100%	\$361	100%	\$380

PROJECTING \$500 MILLION IN FIVE YEARS

	YEAR 2000		YEAR ONE		YEAR TWO		YEAR THREE		YEAR FOUR		YEAR FIVE	
	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$
ODA	90%	\$306	90%	\$306	88%	\$308	81%	\$308	77%	\$331	72%	\$360
Non-ODA	0%	\$0	0%	\$0	0%	\$0	1%	\$4	1%	\$4	2%	\$10
South	4%	\$14	4%	\$14	4%	\$14	4%	\$15	4%	\$17	6%	\$30
Philanthropy***	2%	\$7	2%	\$7	4%	\$14	8%	\$30	11%	\$47	12%	\$60
Business**	4%	\$14	4%	\$14	4%	\$14	6%	\$23	7%	\$30	8%	\$40
		\$340		\$340		\$350		\$380		\$430		\$500
Total	100%	\$340	100%	\$340	100%	\$350	100%	\$380	100%	\$430	100%	\$500

* All amounts are rounded to the nearest whole number.

** Current business-sourced revenues figure is from
"A Longer-Term Financing Strategy for the CGIAR,"
April 2000, Page 32 and 33, Table A.

*** Projected philanthropy revenues were provided by
The Philanthropic Initiative, Inc.

The plan for an expanded Future Harvest includes a proposed goal of expanding foundation, corporate and wealthy individual contributions to a minimum of 20% total revenues in 10 years. Currently these categories represent 6% of the total budget. These ambitious goals require an equally ambitious and bold marketing and communications strategy.

2. Major Strategies

A substantial and well-orchestrated marketing and communications strategy is needed to realize a significant and sustained increase in funding from private and public sector sources.

Private sector donors, unlike the current pool of public sector donors, will not fully understand agricultural research needs and the powerful impact of this research on food security, poverty alleviation, conflict resolution, and other important contributions resulting from fully developing the potential of agriculture on a

sustainable basis. They will not be familiar with the complex relationships of the Secretariat, Future Harvest, The World Bank, the Centers, national research organizations and other partners. Efforts to raise an endowment add an additional level of complexity to the private sector funding agenda. The Centers and the System will have the challenge of educating new donor candidates before and during funds solicitation.

In addition to the challenge of educating the private sector, the System will need to address the private sector in different ways than it speaks to traditional donors. This audience will be motivated by a largely different set of factors:

- will be less patient,
- more hands-on,
- more results driven, and
- more sensitive to risk.

The Centers and the System as a whole will need new communications and marketing skills and perspectives in approaching private sector donors.

The following communications and marketing strategies form the basis of an effective initiative:

a) Buttress and add value to Center PA/RM initiatives through a strong and effective and reciprocal partnership among the Centers, Future Harvest and the System

Powerful and cohesive PA/RM programs are essential to the CGIAR's success at raising significant private sector dollars.

Future Harvest will need to play the critical role of coordinating and monitoring fund raising. In order to meet this mandate, Future Harvest must have knowledge of what is happening in the Centers. Trust will be critical to success. Center RM personnel will have to believe that they are not giving away their contacts in working with Future Harvest. They will need to feel that this alliance is "value added" to their efforts to justify the risk of sharing contacts.

b) Project the CGIAR System as a powerful, integrated, results-oriented, research organization positively impacting the lives of poor people

Advance the CGIAR as a powerful research organization composed of 16 specialized "Centers of Excellence", working together on a common agenda. Emphasize the Centers' achievements in advancing the needs of poor people.

Specific marketing programs, tailored to targeted funders, will showcase the Center's past and present achievements, establish the relevance of agricultural research in the world today, and engage potential donors in constructive dialogue. This will pave the way to successful fundraising.

c) Build a strong brand identity

Create a strong brand identity including a clear and unified message that resonates with targeted private sector audiences and established donors. While brand is a marketing concept, its use in the CGIAR context connotes establishing a positive image linked to a name. Expand communications programs, reaching out to non-scientific and private sector audiences.

d) Adopt a new entrepreneurial approach to PA/RM

A new generation of private sector donors seeks a hands-on, interactive involvement in the business of the Centers. The individuals comprising the New Wealth bring to philanthropy a fresh entrepreneurial approach emphasizing results.

New marketing and business entrepreneurial skills will need to be added at Future Harvest and the Centers through training, recruitment of new staff and the strategic use of expert consultants.

3. Target Audiences and Potential Strategies

A successful marketing and communication plan begins with a clear understanding of the target audiences. In the case of a business this would be the specific consumer group that might buy the product. In the case of the CGIAR, the target audience is the potential funders, and the organizations and individuals that influence these funders.

These current and future constituencies were described and evaluated in detail in the work presented at MTM00. Strategies were proposed for each potential audience with the emphasis on the need to nurture and grow the support from public and membership sources. Audiences and strategies included:

a) Sustaining Official Development Assistance (ODA) support for the CGIAR and expanding Southern participation

CGIAR's long-term financing strategy is based on sustained support from ODA, expanding financial participation by "Southern" countries, and vigorous efforts to attract financing from the private sector. The CGIAR's partnership of diverse stakeholders are united in the common pursuit of promoting food security in developing countries, reducing poverty, and ensuring the sound management of the earth's natural resources. These objectives are broadly congruent with international development goals, including those articulated by the international community at the major U.N.-sponsored conferences of the 1990s (Rio, Cairo, Copenhagen and Rome) and most recently by the Development Assistance

Committee (DAC)²⁹ in its report, *Shaping the 21st Century: The Contribution of Development Cooperation*.

b) Strategy for sustaining ODA support

Given the competition for ODA resources, however, CGIAR has to make its case for continued ODA (grant) support by demonstrating a unique niche for contributing to the development agenda. Furthermore, Development Assistance goals are increasingly defined in terms of quantitative targets.³⁰ CGIAR's recent adoption of a logical framework will be a key tool in ensuring that CGIAR can demonstrate its contribution to, for example, poverty alleviation in quantitative terms. Maintaining and strengthening the constituency for CGIAR in ODA providing countries will also require further expansion of the collaboration with advanced research institutions in DAC countries. For example, the European group observed at ICW99 that in some of their countries an excess capacity is developing as a result of cutbacks of public funding for research institutions. (Others have noted a similar phenomenon in developing countries as well.)

The strategy has four key elements:

- Promoting 'ownership' of the System among its investors
- Ensuring accountability in the use of funds
- Expanding participation of nationals (staff in case of institutions)
- Implementing advocacy and public education programs

Promoting ownership

The CGIAR has benefited from a strong sense of 'ownership' by its stakeholders, both by investors in the industrialized countries and the developing countries who are the principal focus of its research programs. Continued support depends on the sense of ownership, at a personal level, felt by investor representatives who serve as focal points of contact between national capitals and concerned ministries and the CGIAR.

Ensuring accountability

The CGIAR is a highly decentralized operation and its components (the Centers, members, and partners) all act independently of each other. Ensuring accountability – in terms of finances, research impacts, and open access to information – is vital for retaining investor confidence. The CGIAR implements a

²⁹ The 23 Members of the Committee are: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Luxembourg, the Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom, the United States, the Commission of the European Communities. It is noteworthy that all countries, except Greece, are CGIAR investors.

³⁰ "Reducing the proportion of poor living in extreme poverty in developing countries by at least one half by 2015" from "Measuring Development Progress - A working set of core indicators". Publication by the Development Assistance Committee, OECD, Paris.

range of activities in support of this objective that must be continued. Some expansion may be necessary if CGIAR moves toward a competitive grant financing mechanism.

Expanding participation

Key constituencies for generating support are nationals in investor and developing countries, broadly defined to include scientists, academics, and the student community. Building effective alliances with this constituency is an important strategic element, as is making the case continuously about the relevance of CGIAR research. (This is equally applicable to staff in ODA financed multi lateral institutions such as FAO, UNDP, World Bank, ADB etc.) In addition, training programs mounted by the Centers mean that there is a growing cadre of students and mid-career professionals who have gained exposure to the CGIAR, and will be its most visible supporters in their professional lives.

Implementing a program of advocacy

The final element is a program of advocacy and public education aimed at policymakers, decision-makers as well as staff of the multilateral institutions. This is critical for highlighting the CGIAR's competitiveness in contributing to ODA goals. Participation by the CGIAR in international events also helps to inform policymakers in investor countries. In this effort, the contributions of all CGIAR stakeholders are essential for success. A strong effort, led by the CGIAR Chairman, and expanded communications and one-on-one contacts with key constituencies in member countries is vital to shore up support for the CGIAR and prevents uncertainty in annual funding.

c) Expanding Southern Membership

Mobilizing science to improve developing country agriculture remains the *raison d'être* of the CGIAR. Most of the world's poor live in developing countries, and an overwhelming majority – nearly 70 percent or more – live in rural areas. It is clear that developing countries will remain the principal focus of CGIAR research effort. Their engagement – as active members, determining research foci, setting priorities, participating in research and investment decisions, and providing financial and in-kind support – will be vital for ensuring the viability of the CGIAR, and broadening its funding base. Last, but not the least, demonstrated co-ownership of the system by the South, and by inference confidence in multi-lateralism is an important signal for continued ODA support.

The strategy to expand membership of Southern countries builds on elements similar to those for ODA providers, and differs in one crucial aspect: sensitivity to the fact that contributions to CGIAR derive from national budgets, are subject to keen competition, and prone to changing public opinion. Moreover, pervasive urban bias, and relative neglect of rural issues mean that agriculture and agricultural research are not seen as priorities in the design of public investment

policies. Membership to the CGIAR requires a minimum contribution of \$0.5 million annually, and as experience has shown for many developing countries (e.g. Cote d'Ivoire, Pakistan, and Thailand) meeting this obligation involves making tough tradeoff decisions. But there are excellent examples of how a select group of developing countries – Colombia, Kenya, and Nigeria – have seen the value of CGIAR's research, and become strong partners by making steady investments to the system.

A final strategic element is the exploration of innovative financial mechanisms for supporting Southern financial participation. Kenya has financed its contributions to the CGIAR by using credits provided by the International Development Association (IDA), the soft lending arm of the World Bank. This innovative approach is made possible by the strong support of the national program, Kenya Agricultural Research Institute, which recognizes merit in CGIAR's research and persuades the government to use loans to finance its membership contributions to the CGIAR.

d) The Private Sector

Based on the work done by The Conservation Company, consultants to the working group, there appear to be opportunities for CGIAR to broaden its funding base by non-public support. The cautionary note however is that competition for private resources is strong given the breadth of causes supported by private funds and hence will require a structured targeted effort to promote initiatives consistent with donor priorities. Strategies are built around several common elements such as building ownership, advocacy and marketing.

Private and corporate philanthropy, in both the North and South, appear to offer opportunities for the CGIAR. However, the CGIAR currently is hampered by low name recognition, minimal understanding of the import of its work and low priority for agricultural research. Improved outreach and public awareness activities will help identify the CGIAR to the regional and national donors. Some strategic elements:

- Education and advocacy: Work to educate audiences on the meaning and importance of sustainable development and the role of the CGIAR in the various elements of sustainable development.
- Marketing: Develop creative approaches to make research and related activities attractive to non-traditional donors.
- Ownership and visibility: Increase opportunities for donor visibility in CGIAR initiatives. Possible strategies include adopting proactive marketing tactics for research initiatives and involving academics or alumni of CGIAR system in disseminating research results.

The New Wealth: poses the most tantalizing image of easy to access money. The competition for these funds is fierce. The style of philanthropy is non-traditional, interactive and entrepreneurial. Hence, a well-orchestrated plan to

cultivate strong relationships with this wealthy entrepreneurial class will be required.

- Ownership and engagement: Share problems, challenges and opportunities with the entrepreneurs, who are in the business of solutions. Emphasize strategic engagement. Get prospective donors to the real work of the Centers.
- Marketing: Make a strong case for scientific endeavor and grass roots engagement that takes the humanitarian high ground. This would be a powerful way to recruit donors to the challenge to preserve the gene bank, to support sustainable agriculture, to fight poverty and, to feed the world.

Partnerships with the business community: Partnerships with the business community offer most prospects. The CGIAR has natural affinities with many corporate communities engaged in agriculture and agriculture related activities. Social marketing (joint-marketing ventures with business) may be a first step in developing these new partnerships. Joint ventures that commercialize Center research and other products may develop in the future, but they will have to be considered in light of the CGIAR's IPG character.

Endowment: Creating an endowment may be one of the leading mechanisms for long-term sustainability of key components of the system, but it is tricky, requires strong leadership, a well-focused campaign and a winning message. Experts in this field point to the potential yield, but stress the need for careful planning and preparation, which requires considerable time and investment. [An exploration for a genetic resource trust is presently underway to explore the feasibility of this approach].

The main target audiences for this marketing and communications plan previously identified by The Philanthropic Initiative and The Conservation Company include wealthy individuals, foundations, corporations and research-based high-tech companies.³¹ Secondary targets include the NGO (Non-governmental Organizations) community, NARs, university agricultural research programs, and other audiences that will be networked in marketing programs. Although this plan primarily addresses the strategies needed for private sector funding, these same strategies will undoubtedly enhance system-wide efforts to enhance, maintain and expand ODA, non-ODA and Southern nation as well.

B. *Marketing Plan*

1. Goal

The goal of marketing is to advance RM through a well-coordinated outreach program targeting new private sector donors.

³¹ "Staking out CGIAR's Claim," The Philanthropic Initiative, Inc. April 2000

2. Coordinate RM activities

Currently the Centers perceive their chief competition for funding to be the other Centers³². Consequently, there is virtually no coordination of fundraising activities. The Centers perceive themselves as independent, separate entities, but donors perceive a single entity, the CGIAR, comprising 16 Centers. Thus when they receive proposals from multiple Centers, they are disturbed by what they see to be lack of coordination or communication among the Centers. This contributes to the perception of the CGIAR as an inefficient bureaucracy.

It is important to correct this problem before approaching new funders. New private sector donors must be presented with a well-planned, integrated and strategic fundraising program.

With the structure of the CGIAR is still in flux, it is difficult to recommend specific mechanisms at this time. **Whatever the results of the restructuring exercise, there is a need for a central mechanism to guide and manage resource mobilization activities.** This coordinating structure should be incorporated into any rethinking of the governance structure. A director of Development (resource mobilization) at Future Harvest working in concert with Center staff would be the appropriate focus for this activity.

It should be noted that if plans move ahead to raise funds for an endowment, it would be critical for these efforts to be closely coordinated with other private sector PA/RM activities.

The first challenge will be building trust so that the Centers are willing to share their fundraising strategies and allow Future Harvest to package and route proposals to funders in a strategic way. In fact, Future Harvest will be in a position to assist Centers tremendously by identifying new target donors, completing research for the purpose of identifying funder interests, and then matching Center needs with funders.

For the next several years, as Centers develop new expertise in resource mobilization, Future Harvest will have a great deal to offer them in support of their Center fundraising activities. Geographically isolated Centers will benefit by the capacity of Future Harvest marketing staff to establish contact with potential donors and act as a liaison.

Future Harvest will need to play the critical role of coordinating and monitoring fund raising. Potential value added services by Future Harvest include:

- Creating a ~~database~~ database of targeted private sector funders. Track contact, interests and interaction.

³² A New Structure for Future Harvest, The Conservation Company, September 2000, p. 1.

- Creating a database of System and Center resources including contacts, board members, partners, and others with private sector access that can be helpful in RM.
- Facilitating close contact among Center RM staffs.
- Managing electronic information exchange among Center RM staffs.

3. Provide technical assistance, training and other private sector RM support services to Centers

Unlike the public sector where the System has a strong reputation and contacts, the Centers to date have little access to and contact with the private sector. The key to success will be an integrated PA/RM program in which Centers and Future Harvest work together.

Future Harvest will develop a program of technical support and training to assist Centers with private sector fundraising, based upon their identified needs. Future Harvest will explore situating technical support regionally.

The strategic marketing workshops for Centers, conducted by The Conservation Company and funded by the Ford Foundation provide a good vehicle for this work. Besides building understanding, and commitment to marketing within the Centers, these workshops assist Centers to identify private sector funding and earned income potential and formulate the strategies to achieve revenue goals. We recommend that the workshops continue to be delivered to the remaining Centers and that follow-up consulting be offered to develop specific plans and assist with implementation of highest priority marketing strategies, which incorporate elements that support and advance this marketing program.

Each Center should develop marketing strategies as tools for advancing private sector RM. The strategies would assist in identifying the following:

- Centers' most marketable assets;
- Private sector contacts for each Center's network;
- Ways to build a Center's board and network to maximize potential for private sector RM;
- Center pilot projects to use as vehicles for PA/RM;
- Appropriate staffing plans in light of funding goals and available resources; and
- Additional expertise and support needed from Future Harvest and consultants to achieve Center PA/RM goals.

Future Harvest would support the Centers by:

- Incorporating the current Ford Foundation supported work of The Conservation Company into an expanded strategic resource to promote Centers marketing capacities;
- Assisting Centers with recruitment;

- Coordinating planning that might lead to two or more Centers sharing PA/RM expertise, at least initially; and
- Creating appropriate training opportunities to help Center staffs develop entrepreneurial skills.

4. Identify/ Develop Center showcase projects and Center representatives to serve as spokespersons to help sell the Centers' work

Marketing Center research portfolios to private sector donors will require making the connection between the science and its application to the needs of poor people. Many private sector funders respond to proposals that "feed poor people", "plant trees" or "protect the rain forest."

Once prospects are identified, the challenge will be to engage them in Center programs that connect their interests with the work of the Centers. For broader funding opportunities, Future Harvest can create a pool of Center representatives to meet with prospective donors and assist with marketing. Individuals would be selected that have special presentation skills or particular standing in the donor community. Current and past Board Members would be among these ambassadors for the Centers.

Future Harvest will help Centers to identify existing or, in some cases, create new projects to serve as public demonstrations to rally support for the Center's research portfolio. These "showcase" projects will provide an array of direct sponsorship, promotional and communications opportunities. Two such ventures, one with ICRAF and one with ILRI, are in stages of development.

Special opportunities might be developed through Future Harvest leadership to create and manage pilot projects involving more than one Center. These pilot projects will build understanding of the power of the System consisting of 16 "centers of excellence" working together toward a common goal. Future Harvest will work with the Centers to:

- Identify a pool of Center DGs and scientists who are skilled at talking to potential donors;
- Identify ongoing projects at each Center around which to rally support for the Center's research portfolio;
- Create sponsorship, promotional and communications opportunities;
- Form new pilot projects;
- Work with Centers to identify common themes and overlapping program areas;
- Craft new intra-Center demonstration projects; and
- Manage and promote these projects.

5. Market to new donors from hub offices in key fundraising markets

The Philanthropic Initiative, Inc.³³ has outlined a program for targeting new wealth and venture philanthropy. Their report recommends that the CGIAR follow the lead of universities and other non-profit institutes by establishing field offices in the backyards of these potential donors.

The CGIAR should be opportunistic in setting up these hubs, placing them where there is the most potential for raising money. At the outset, hiring consultants or contractors will reduce risk in uncertain markets; in the future, hiring professional staff may be advisable.

Initially, the greatest potential for setting up hubs is in the United States (for corporate and individual donors) and Europe (for corporate donors). In the first year, hubs would be established in the United States (one at Future Harvest and the second one in Silicon Valley), and one in Europe.

Hub staff, or consultants will be hired based upon their ability to access the market. Working closely with the Future Harvest Marketing Director and Center RM staff, they will identify potential donors with interests that match those of a Center or group of Centers. The targeted Center will follow through on the prospect.

The process would work as follows:

- Future Harvest and Center RM staff researches and targets funders.
- Ongoing Center relationships with (or Center access to) targeted donors are identified.
- The target is researched and contact initiated with the Center's involvement.
- If there is an obvious fit with one Center, the lead is passed on to the Center. If the endowment is pursued, leads will be passed on to the endowment fundraisers if appropriate. Help is provided with follow-up and follow-through as required.
- If there is a fit with more than one Center, Future Harvest takes the lead in forming a cooperative project among the Centers. These projects offer powerful opportunities to demonstrate the dynamism of the Center system. Future Harvest will continue to be involved as needed.
- If there is no obvious fit with a Center, Future Harvest will continue to nurture the relationship for the benefit of the system or until such time that a fit is determined with a Center. At that time, the contact will be passed on to the appropriate Center.

³³ "Staking Out CGIAR's Claim."

6. Strengthen linkages between Center Research and the work of action-oriented international NGOs

To rid the CGIAR of its ivory tower image, Future Harvest will work with Centers to build bridges to development oriented NGOs. The new networks can play a central role in bringing the Centers' science to bear on action-oriented development projects. This can be done by advancing dialogue on topics, such as new technologies, ethics, and best practices. As a matter of practice, Centers should include outreach to the non-scientific community as a part of all research plans.

In some cases, it might be advantageous to form partnerships with these groups. A number of Centers and Future Harvest have already begun to work with these groups. For example, Future Harvest is working with CARE on a disaster to development study. CIP and IATA are also partnering with CARE on other projects. These partnerships will help to make the connection between Center research and action programs that help poor people. In addition, the strong brand identity of these partners will help to advance the visibility of the Future Harvest Centers.

Specific recommendations include:

- Identify overlap between Center research areas and action programs of potential partners.
- Enter into dialogue with potential partners.
- Identify opportunities for joint projects and information exchange between Centers and action-oriented organizations.
- Convene workshops on Center research findings, new technologies, ethics, and best practices at significant conferences and other international, regional and national venues.

7. Understanding the Competition

Competition is an important reality of seeking private sector funding. The System is competing for funds against other agricultural research institutions such as universities, not-for-profit organizations, government agencies and corporations. It is also competing for funding against other international not-for-profit organizations that focus on the environment, peace, health, refugees, nutrition, economic development, women and children, education and other areas. In many cases these competitors have the advantage of being better known to private sector donors.

To succeed, there is the need for a system to evaluate the Centers' competition and formulate strategies by which to compete. The key is extensive information gathering and analysis about the competition, their programs, and their donors. The System also needs to constantly monitor funding interests and trends. To accomplish this Future Harvest will:

- collect data on competitor size, age, number and location of offices, employees, specialties, area of work (regional, national, globally), clients served, programs and partnerships, organizational philosophy, etc;
- examine the competition's resource mobilization strategies and programs and determine how these might apply to Center funding needs;
- look for opportunities for cooperation;
- collect press information, annual reports and other intelligence; and
- know who funds competitors and why.

C. *Communications Plan*

The explosive growth in communication technology has led to an overwhelming bombardment of the human sensory system through visual, audio and printed communication via ever-increasing modes of transmission. The result is an elevated noise-level, which any new message has to penetrate in order to be heard.

For these reasons, much skill needs to be applied to conceiving, crafting and disseminating information and messages intended for wide distribution. This is especially the case when attempting to bring a broad population group to a higher awareness of unpopular issues such as world hunger, poverty and inter-relatedness between "haves and have-nots". It is well known that such consciousness raising projects require considerable efforts and patience over an extended time horizon.

The CGIAR is already aware that agricultural research, even though desperately needed to meet the demands of an expanding world population, is not perceived as action oriented, nor considered sexy by most funders. The question is how to deal with this dilemma as the CGIAR strategizes on how best to maintain and grow existing funding, and at the same time diversify their funding portfolio. The question is not whether the world needs agricultural research, but how to "re-package" the message so the world can hear it.

The CGIAR is challenged not only to understand the effectiveness of marketing and communication on resource mobilization efforts, but also to accept and embrace this new methodology. For surely if knowledgeable people in this modern world acted on scientific fact, we would not be facing environmental degradation, and over half the world living in poverty.

Feeding the world's poor, cleaning up the environment or protecting the rights of people in far off countries is not the center of attention for much of the developed world. So, how do you get people to understand the facts that need to be conveyed? Successful NGOs use sophisticated influencing techniques to make people "hear" their message. In effect, they "sell" their programs on the world market through the way they present themselves.

Often the form of marketing and communication is dramatic: a flimsy rubber dinghy protesting a super oil tanker on some far off ocean. That image earned front coverage in major magazines and TV, entering million of homes worldwide. This was ecological awareness rising on a level no one could afford to pay for through advertising.

Many high profile NGOS have employed sophisticated marketing and communications strategies to reposition themselves in the public mind, among them Greenpeace, World Wildlife Fund from Nature, Amnesty International and others.³⁴

These examples of successful global NGOs with strong brand awareness can serve as inspiration for the future development of the CGIAR (Future Harvest) global brand and its unifying message.

1. Goal

The goal of the communications plan is to increase awareness of CGIAR global activities through focused brand recognition and expanded media coverage of the Centers and their activities.

2. Build Brand Identity: by officially adopting the Future Harvest brand and launch a major public awareness campaign to announce the brand as the System's new identity.

*The real power of a global brand identity is the promise it represents to stakeholders around the world. That explicit or implicit promise is a critical bond between the organization and its key stakeholders in each and every community in which it operates. That promise – in the hearts and minds of the stakeholders and the public at large -- is the enduring perception of the organization. That promise demonstrated by the way an organization behaves as well as by how it communicates, assures its customers of consistency and quality and protects the organization from its competitors.*³⁵

Brand identity serves to weave together a comprehensive network of stakeholder perceptions and company management objectives through visible and invisible elements. Properly developed, brand identity becomes a significant and well-guarded company asset and includes:

- The image and reputation of an organization or brand in the mind of the public (public in its broadest sense).
- The means through which a company maintains its mission and position to produce a unified, positive perception now and in the future.
- The way an organization differentiates itself from competitors.
- The strength of employee pride and internal focus.

³⁴ Appendix D: Review of High Profile NGOs' Marketing and Communications Strategy

³⁵ Burson-Marsteller, Corporate Reputation: Considerations for a Global World, Knowledge Development Division. www.bm.com/files/insights.

Perception and value are the two main concepts addressed and conveyed through a brand identity program. In their own ways, perceptions are “real”. They color what we see, how we interpret, what we believe. They are an essential component in how an organization operates and whether or not it is successful. Current perceptions about the CGIAR need to be updated to reflect an understanding of the concrete work being carried out and the direct impact it has on the lives of the poor.

Next to perception, value is a close second. Companies, and people, want to get their money’s worth. Value means more than price. It means creating results and satisfying the “customer.” *The value of the day-to-day work of the CGIAR is often muted in the details of science, while the uncaptured “flow-back” of benefits to the poor consumer virtually shouts for attention.*³⁶

Traditional donors and partners are voicing concern that they may not be receiving value, while donors new to CGIAR struggle to understand the relevancy of its work and its community involvement. A Spring 2000 survey by The Conservation Company noted that the CGIAR *could better educate businesses about its research and results; as well as create and define the link between CGIAR’s research and poverty alleviation, hunger, food security and conflict resolution.*³⁷ Conclusions from other research materials also support the need for re-thinking the brand identity. In addition to the obvious that the acronym to most people incorrectly connects the System to the tobacco industry, the name (brand) has almost no recognition.

As early as 1994, The Downes Ryan Report *strongly recommended a new identity be created, as the name was virtually unknown outside the present constituency. They also felt the name was meaningless for fundraising and public relations purposes.*³⁸ The Public Awareness Association (PAA) concurred and stated *the CGIAR needed to create a strong brand identity to thrive – not just survive.*³⁹

More recently, The Conservation Company reported that *out of thirteen corporate foundations interviewed, only two were at all familiar with the CGIAR and its work. Further interviews supported that the CGIAR is not well known “outside of the insiders,” and that it is in need of a strong publicity campaign and development of a brand image.*⁴⁰

³⁶ “A Longer-Term Financing Strategy for the CGIAR.”

³⁷ “Update on North American and European Private and Corporate Philanthropy,” April 2000

³⁸ Downes Ryan International, August 1994

³⁹ Meeting of the Public Awareness Association (PAA), July 1999

⁴⁰ “A Longer-Term Financing Strategy for the CGIAR.”

What should an organization contemplate before changing its identity?

Obviously, there must be sound reasons for considering any modifications to the existing identity. A few critical questions to be asked:

- Compare the present identity and name with the actual service or products being offered. Do they adequately convey the range of services and or products being offered? Are they unique, do they indicate a specific focus or a diffuse, vague one?
- What are the needs and expectations of the multiple audiences to which the organization appeals?
- How do external and internal stakeholders view the organization?
- What impressions or reactions does the present name or identity evoke?
- What goals and image attributes does the organization want to express in its name and identity?
- What are the plans for the future? Is the organization expanding? Is it aiming for a more targeted or expanded audience?

At this point typically one might develop a new brand. However, this is a costly and long-term proposition, the implementation of which would probably not be executed in less than 18-24 months. In this case an existing brand would serve well.

The name Future Harvest has high potential for the whole System's identification. The name captures well the spirit of the CGIAR. The name has been tested and found to be *positive and uplifting*. The name and icon (logo) *suggest investing in the future, a long-term commitment, protecting children from tomorrow's famine and hunger and suggesting agricultural technology yet to be developed*.⁴¹ The images projected by the name are proactive, forceful and support recommendations arising from earlier research on messages that will resonate well with new audiences. The support and establishment of the Future Harvest organization, coupled with general acceptance of the name by all the Directors General have initialized the brand identity process.

Further actions to be taken include:

- Develop internal and external audits for all key stakeholders to gather impressions and reactions to current (CGIAR) identity and proposed brand (Future Harvest).
- Review surveys/reports conducted to date by various committees and consulting groups to gain an understanding of the organization's general public image.
- Analyze strategic plans to determine what qualities and desired character the organization wishes to project as it grows and changes.
- Test the brand name candidate to measure impact at key stakeholder levels.

⁴¹ Future Harvest Summary of Activities, October 1999

- Identify, interview, select and hire a suitable agency or consulting group to create guidelines and assist in implementing a brand identity strategy that bridges, links and unifies the System.
- Build capacity at Future Harvest by adding a brand manager to facilitate integration of the brand strategy throughout the System.

3. Create a Clear and Unified Message

The CGIAR System projects numerous identities and messages via:

- The Chairperson
- The Secretariat/CGIAR System
- Sixteen individual Centers
- Future Harvest
- Future Harvest Global Conservation Trust
- Committees, associations and networks
- System-wide programs

As a result, there is a profusion of communication tools: letterheads, websites, newsletters, brochures, fact sheets, annual reports, etc. Each entity has its own acronym, creating an “alphabet soup” that only the most savvy can navigate. Icons abound. Each center earmarks its communication tools with an individual logo; the Secretariat has a different icon and so does Future Harvest.

Positioning tag lines differ from entity to entity. For example: The Secretariat’s public service announcement proclaims, “Hunger is everyone’s concern,” while their external website states, “Nourishing the Future through Scientific Excellence.” Future Harvest’s new color brochure proclaims “Science for Food, the Environment, and the World’s Poor,” while CIFOR’s website declares “Science for Forest for People” (inscribed within a Future Harvest banner).

In order to be successful, any organization needs a powerful positioning statement that connects with all its stakeholders, whether an employee, a government agency, a national partner or a donor. For a message to be compelling, it must be highly focused and precise. This requires making difficult choices and excluding options that are logical, plausible and attractive. (It is virtually impossible to succeed by being all things to all people). A unified message has profound implications to the organization, some of which include:

- Puts everyone on the same page when communicating about the organization and its mission;
- Saves significant money and time;
- Provides ease in communicating on a global basis; and
- Facilitates a concentrated effort in a decentralized structure.

The CGIAR System, in fact, is the Centers and the work they produce. Critical to crafting and sending a powerful positioning message is understanding how to convey the impact made by the Centers in the lives of the world’s poor.

Previous research posits that issues or links *need to be clear, focused and descriptive, as funding the field of agricultural research was too general. Needed are programs with real community impact, which are judged as much more appealing than upstream research.*⁴²

Language traditionally used throughout the System needs to be rethought and restructured. Does the term “poor” resonate differently in the private sector than it does in the public sector? Simpler language is necessary to capture a broader audience. One does not need to “dumb down science,” but to find words that describe the work in new ways. These include:

- Develop a positioning statement that captures the essence of the Centers’ work and advances marketing and resource mobilization efforts.
- Test the message(s) with key stakeholders to affirm the impact.
- Develop standards and guidelines for integrating the positioning message, with the brand name.
- Offer a brand management tool (CD-ROM) that includes design standards, system templates and an interactive user’s guide for developing communication tools that more strategically integrate System’s image.
- Partner with PARM team to assist in designing communication tools to reach non-traditional donors.
- Bring the functions of PARC, PAA, RMN and aspects of the Secretariat that overlap into the new Future Harvest to maximize impact, reduce redundancy and costs and provide a more seamless integration of the System.

4. The Biotechnology Debate

Establishing a leadership role in shaping the debate regarding the adoption of technologies would be a powerful and proactive position for the CGIAR. As marketing and communications strategies raise the public profile of the System and its work, its position on biotechnology will be challenged. We advise to take the subject on by convening summits, conferences and workshops and become “the voice of reason” within the biotechnology debate.

This **requires becoming** the objective voice of leadership and authority, not only at the scientific level, but more importantly in the public arena. The CGIAR has already made an effort to embrace this position by co-sponsoring a conference on “Communicating Biotechnology” with the US National Academy of Sciences during ICW 1999 and publishing follow up papers. Additional steps might include:

- Develop an internal audit that weighs the pros and cons of becoming the “voice of reason” in the biotechnology debate. Create a comprehensive guideline for reason/authoritative position.
- Locate appropriate venues on a global basis to enact this position.

⁴² IBID.

- Convene summits, conferences and meetings to facilitate dialogues regarding this issue from a health standpoint, and as a potentially important north-south issue.
- Write and publish papers focusing more on the human-interest issues and less on the pure scientific data.

5. Media Strategy

The launch of a brand identity program offers an effective platform to leverage media and public relations across the globe to current stakeholders and new donors. It provides an infinite number of opportunities for special events, news features, press conferences, speeches, press and video news releases, etc. This strategy should be the primary focus of the plan.

As the current CGIAR brand is relatively unknown, building awareness of a new or refocused brand, from a cost and impact perspective is best suited to public relations and promotional activities rather than advertising.

Two exceptions might be a sponsor-based “advertorial”⁴³ and/or television documentary, which describes the Centers’ work and importance to the world’s poor. These programs offer excellent strategic opportunities to raise the awareness of the CGIAR and to partner with a major donor(s). Activities might include:

- Conduct or co-sponsor summits, conferences and workshops on the biotechnology debate, and deliver papers that can be understood by a broad audience.
- Increase media lists to incorporate journalists that cover industries for new donor audiences.
- Increase volume of articles, news releases and feature/human interest stories forwarded to press.
- Build inventory of video press releases on special subjects and projects, and use at key times throughout the year to maintain media interest.
- Develop yearly plans for press briefings tied into promotional events’ schedule.
- Develop storyboard(s) or promotional videos for advertorial and television documentary to use in presentations to potential sponsors/funders.
- Develop stories specifically geared to trade journals for the global philanthropy community, and other target donor industries.

6. Public Awareness – Promotions

The major focus of public awareness and promotions activities should be tied to the brand identity launch strategy. This will require a concentrated effort and span the better part of one year. Future Harvest is already engaged in a public awareness activity with Walt Disney’s Epcot International. Each year scientists

⁴³ “Advertorial” – an advertisement disguised as an editorial

from the Centers participate in the Flower and Garden Festival held in Orlando. For the past five years PARC and the PAA have been coordinating Center participation in "Gardening for Food Around the World. " The exhibit integrates research advances, crops from the regions, and presentations by the Center scientists as a way to educate visitors to Epcot about the links between food production and the earth's natural resources.

Subsequent or concurrent strategies would include:

- Expanding the System's exposure at major global events or conferences that connect to the fundamental issues the Centers address: food security, population, peace, health and sustainable development.
- Highlighting Centers' "showcase projects" (i.e., ICRAF - Lake Victoria), which serve as a platform to promote both the Center and the total System.
- Encouraging Future Harvest Ambassadors or System representatives to speak at international conferences and trade shows aligned with the industries of the non-traditional donors (hi-tech, agribusiness, biotechnology, food, healthcare, pharmaceutical and natural products).
- Using Future Harvest Ambassadors to help launch the System's new brand identification campaign. Consider which Ambassador would be best utilized in which venue, and why.
- Identifying global events that relate to Centers' work. Analyze and determine opportunities for involvement.
- Promoting Centers' projects with international and general public appeal. Use these "showcase" projects to expand awareness of the individual Center and the System. Consider a program tied into public donation plan through Future Harvest website.
- Promoting marketing ideas gleaned from Centers' strategic workshops or plans; examples from ILRI's marketing plan: "Safari under the Stars", "Adopt a Dairy Farm."⁴⁴
- Identifying and review industry-specific trade shows and conferences that attract the non-traditional donor. Develop criteria for attendance.
- Securing sponsor(s), and produce television documentary and or advertorial portraying CGIAR's world efforts.

D. *Measuring the Outcome*

Implementation of this ambitious marketing and communications plan represents a significant multi-year investment in PA/RM. We recommend that assessment tools be established to track progress in achieving goals. By doing so, Future Harvest and the System, will be able to determine whether RM goals are being met and necessary changes in strategy and plans can be made accordingly.

The measuring activity should include monitoring, periodic surveys, and data collection including the following elements:

⁴⁴ ILRI Marketing Workshop, April 2000

- Total funding for agriculture research and the Centers' share of the pie. Track the Centers' increase/decrease in share of funding.
- Media coverage. Keep track of inches of print, minutes of coverage and markets covered. Track the increase/decrease.
- Re-survey of private sector foundations and the business sector to assess change in brand recognition and understanding of the System.

E. *Capacity Building*

In reviewing capacity needs across the System, surveys were conducted by The Conservation Company (most recently September 2000) and the PAA. The results attest to the necessity to augment Centers' personnel by staffing the expanded Future Harvest with specialists in three fields: marketing, resource mobilization and communications.

According to the surveys, most of the Centers' PA/RM staff are fully occupied managing, producing and disseminating PA/RM information needed to support the traditional donors and other NGO organizations aligned with their work. Fundraising responsibilities rest with a wide array of staff from program coordinators and scientists, to information officers and Directors General. However, with a few recent exceptions there appears to be little non-traditional resource mobilization skills and limited marketing capacity, especially as it relates to the private sector audiences. There is a significant concern that existing resources are not being utilized to achieve greatest impact.

Centers responding to the August, 2000 survey, disclosed the following needs:

- Donor information/intelligence/database of leads
- How to develop a marketing plan
- How to diversify, maintain and increase funding base
- How to translate research and demonstration projects into feature stories that can reach a wider public
- Assistance in building image with NGOs and decision makers for developing countries
- Clear PA strategies and workplans to impact RM
- RM knowledge for tapping private and non-traditional donors
- Teaching the fundraising culture to scientists
- How to target niche-funding opportunities (environment, etc.)
- How to capitalize on a specialty with known constituencies
- Training to build techniques for PAs to upgrade basic writing skills

The stated needs at the Centers, coupled with the strategies outlined in the Marketing and Communications Plan, translate to the following key functions and professional staff positions: Marketing, Communications, Resource Mobilization and capacity building.⁴⁵

⁴² Appendix E: Job descriptions and qualifications for the directors for each key function, plus the Executive Director.

Currently, marketing, fundraising and other consultants are employed by the Centers and Future Harvest. With the addition of new staff expertise at Future Harvest, the Centers and Future Harvest will need to reassess the specific needs for consultants.

It will take approximately six to eighteen months from initiation of the plan to recruit the top-level candidates for these positions. Capacity at individual Centers will be evaluated separately by Future Harvest and the Center, and training programs developed as needed.

Future Harvest has already exhibited a strong entrepreneurial spirit. The addition of new managerial staff will strengthen current capacity significantly. The three primary disciplines, marketing, communications and resource mobilization are strongly interdependent. Priorities will need to be balanced and partnerships encouraged at Future Harvest and Center level for successful results.

The challenge to Future Harvest and the Centers is substantial, but with new skills and a targeted, muscular marketing and communications plan, the sum of the parts can be greater than the current whole, and can lead to major wins for the System.

V. A NEW STRUCTURE FOR FUTURE HARVEST

Meeting the challenge for diversifying and increasing revenues for the CGIAR requires a dramatic rethinking of the current structure of Future Harvest. Future Harvest must have both the expertise and the outreach to mobilize on multiple fronts effectively and efficiently. The ambitious new mandate outlined in the marketing and communications plan drives the need for the proposed changes to the current organizational structure. Although each organization is unique, there are models to consider when rethinking the work and structure of Future Harvest. Organizations such as CARE International, UNICEF, International Save the Children Alliance, World Wide Fund for Nature (formerly known as World Wildlife Fund), and the International Youth Foundation are a few of the organizations that have faced similar challenges to those of the CGIAR and have structured themselves accordingly.⁴⁶ For most international organizations there has been escalating pressure to maintain quality and consistency of mission and performance across multiple global sites. These have stimulated a movement toward more global, coordinated organizational structures among their members and affiliates.⁴⁷ A five-fold classification based on the level of central control of an organization's overall mission and performance is useful in delineating the range of options available:

- separate independent organizations;
- independent organizations with weak umbrella coordination;
- confederations;
- federations; and
- unitary, corporate organizations.⁴⁸

These classifications are based on the differences in rights and responsibilities of central units versus affiliates and members, as well as effective control. The following chart summarizes these relationships.

⁴⁶ See Case Studies in Appendix F.

⁴⁷ Lindenberg, Marc and J. Patrick Dobel. "The Challenges of Globalization for Northern International Relief and Development NGOs," *Nonprofit and Voluntary Sector Quarterly*, vol. 28, no. 4, p. 13.

⁴⁸ *IBID.*

STRUCTURE	BOARD	FUNDRAISING	Decision Making Standard Setting	COOPERATION
Independent Organizations	Separate, Independent	Independent	Autonomous	Informal, Opportunistic
Independent Organizations with Weak Umbrella Coordination	Separate, Independent	Independent	Autonomous	Weak Coordinating Mechanism for Information Sharing
Confederations	Separate, Independent	Some Delegated to Central Office	Some Delegated to Central Office	Central Office with Minimal Decision Making Authority
Federations	Separate, Independent	Most Delegated to Central Office	Most Delegated to Central Office	Strong Central Office For Resource Acquisition and Standard Setting
UNITARY CORPORATE	Single	Central w/ Branch Offices	Central	

Most organizations with global mandates have evolved within this spectrum, trying to find the mix that most appropriately fits its mission and service to its constituencies. Not surprisingly, many structures are hybrids that incorporate features from a variety of models. Some of the most vibrant organizations have recreated themselves multiple times, adapting to changing times and situations. For example, Save the Children has moved from its initial unitary structure in the 1930s, to a very loose coalition of independent organizations in the 1970s, and is now on its way back to a more federated structure as a way of projecting a common brand name and uniform standards of quality. CARE, too, has moved from a unitary model to a confederation and is now shifting to a more coordinated federated structure. Thus, the options available are fluid and should reflect the current needs of the organization and its constituencies.

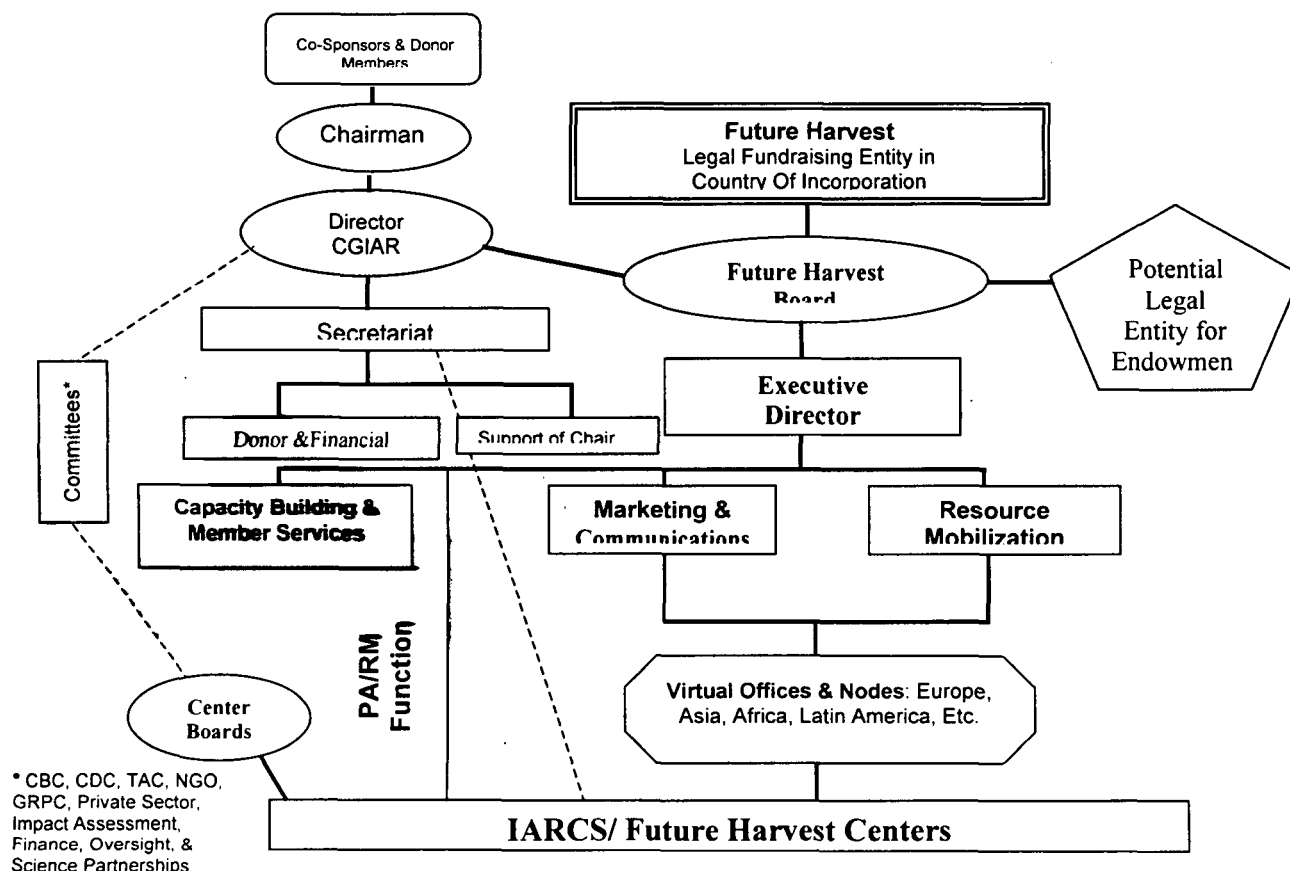
The parallel deliberations on the system-wide structure will undoubtedly have an impact on the final form of Future Harvest. Ultimately, Future Harvest will be an integral part of whatever structure emerges. Regardless of the outcome, there are some essential elements for Future Harvest transformation that must be addressed. These include:

- **Integration and rationalization** of all public awareness and resource mobilization functions of the CGIAR under the auspices of Future Harvest.

These include the current activities of the Secretariat, the Centers, PARC, the PAA and the RMN.

- **Formal linkage** between Future Harvest and the CGIAR that will facilitate the integration of functions and unification on message.
- **Formal linkage to the Centers'** Public Awareness and Resource Mobilization staff through a joint appointment mechanism.
- **An expanded "professional" governance system** (to be called a Board of Directors), a strong Chairperson, and Executive Director
- **Three functional area "departments,"** with commensurate expertise as follows:
 - Public Awareness (marketing, communications, media)
 - Resource Mobilization (individuals, corporations, foundations)
 - Capacity Building and Member Services
- **Capacity to grow globally.** Future Harvest will explore the potential of raising funds in various geographic sites using contract services and virtual offices. Hubs may be created in high potential fundraising zones such as California. Internationally, independent national affiliate organizations (NOs) will evolve in countries with the greatest likelihood of success in resource mobilization.

Future Harvest Transformed Roles and Responsibilities



The above structure assumes that the CGIAR structure remains essentially intact. In the event of a reconfiguration of the System, the model could be adapted and functions could be integrated. In this model, Future Harvest functions similarly to the National Committees for UNICEF. Roles of the various entities are as follows:

- The scientific program of the CGIAR and the allocation of resources continue to be through existing structures.
- Future Harvest will take the lead for setting the strategy for a global marketing and fundraising strategy in both the public and private sector, while working collaboratively with all parts of the CGIAR.

Key features of the model:

- Future Harvest is formally linked to the CGIAR.
- The Future Harvest Centers are formally linked to Future Harvest via a joint appointment of the PA/RM personnel.
- At the Center level, PA/RM functions are unified in one division or department.
- Global expansion is achieved through the use of contract services, allowing the organization to research the potential of various sites with minimal commitment to infrastructure and staff.

The proposed structural changes to Future Harvest will have the following impact:

- There will be a formal link between the CGIAR and the Future Harvest Board. The formal linkage will also ensure a strong relationship between Future Harvest and the CGIAR whether or not Future Harvest remains housed within the Secretariat offices.
- Professionalizing and expanding the Future Harvest Board with both external and internal experts will extend the reach and profile of the organization to new networks and facilitate a perception of an independent organization.
- The rationalization of all PA/RM activities under the leadership of Future Harvest will minimize the current redundancies, which are not only inefficient but, more importantly, lead to identity (brand) confusion and mixed messages.
- The division of communication responsibilities between Future Harvest and the Secretariat establishes a "lead" group that sets standards and coordinates activities regardless of the implementer.
- The establishment of formal relationships with the Centers and the joint appointment of staff will have benefits for both the System and the Centers. For the System it will facilitate a unified strategy, a coherent message to donors, and better information flows. For the Centers it will enhance capacity, improve donor intelligence, and allow efficiencies of scale. The relationship between Future Harvest and the Centers will have to be built slowly and will be based on trust and "value-added" services in the areas of capacity building, donor intelligence, lessons learned and tool

kits. It is clear that the current uncoordinated resource mobilization approach is leading to confusion among some donors. Coordination will alleviate this problem, but it will require that the Centers be more forthcoming with accounts of their activities.

- The formal linkage of public awareness and resource mobilization at the Center level will allow staff from the two areas to coordinate efforts and improve targeting of resources.
- The creation of virtual offices using contract services will allow Future Harvest to conduct a thorough assessment of fundraising potential before embarking on the time-consuming and often costly process of registration as a fundraising entity and creating a functioning office/organization. Once Future Harvest gains more insight into working in a certain venue, the creation of a national Future Harvest will be initiated. When a "critical mass" several national Future Harvest organizations are operating, an international coordinating body, Future Harvest Global, will be constituted comprising representatives of all national Boards.
- The creation of nodes in North America will allow Future Harvest to experiment with placement of staff in locations known to have a high-density of donors, for example, Silicon Valley. Again, virtual offices and contract services will limit expenditures and risk.

A. *What is in a Name*

A great deal of discussion has centered on the naming of this new initiative and the importance of brand name identity. The term brand identity is linked more closely in our minds with consumer products than with a distinguished agricultural research network. However, marketing the work of an organization to the public has many similarities to marketing a product. Simply stated, strong brand identity is the image your name evokes. Whether the name is Coca-Cola or UNICEF, the name elicits a reaction linked to our perception of its image and identity.

The name CGIAR evokes few if any images to the public. As noted in the preceding marketing and communications plan, as well as in the 1994 Downes Ryan Report and in the work of The Conservation Company, the CGIAR name is not well known beyond the confines of agricultural science.⁴⁹ Even worse, to some people the acronym conjures an unfortunate link with the tobacco industry. The Centers announcement at MTM 2000 that they would henceforth be known as Future Harvest Centers was the first step in implementing the recommendation for the gradual renaming of the System as Future Harvest.

For the purposes of this paper, the name Future Harvest refers to the global PA/RM network. As national Future Harvest organizations evolve, they will be known by their nationality, i.e. Future Harvest Canada, Future Harvest USA or

⁴⁹ Downes Ryan International, August 1994 and "A Longer-Term Financing Strategy for the CGIAR."

Future Harvest Mexico. While this paper continues to refer to the CGIAR or to the System, an alternative name might be Future Harvest International. If the research supports the use of the Future Harvest brand name, and the donors agree to a name change, Future Harvest would launch, as part of its communications strategy, a brand identity campaign to position the new image in the public psyche.

B. *Growing Future Harvest*

The existing Future Harvest has been incorporated as a 501(c)(3) nonprofit organization in the United States, capable of raising funds. It holds the license to the Future Harvest name and its derivatives. Future Harvest growth can be accomplished virtually, with staff located throughout the world. Already, Future Harvest has taken steps to develop exploratory offices in the UK and Belgium. As the organization expands through the creation of national Future Harvest organizations, the location of the central Future Harvest function can be relocated anywhere in the world. The majority of countries have laws governing the operations of organizations whose purpose is to raise funds.⁵⁰ Each national Future Harvest organization must incorporate or register as an independent organization with a governing body according to the rules of the home country.

The eventual establishment of national Future Harvest organizations (NOs) will facilitate prospective donor contributions in multiple environments, will provide insight on the philanthropic culture of the country and will act as an interface with national donor governments. The decision to establish a NO will focus on the ability to raise funds in both the private and public sector. For example, CARE Norway was established because of the interest of NORAD (the Norwegian Agency for Development Cooperation) in supporting CARE activities. CARE Norway acts as an advocate for CARE with the Norwegian government and accepts funds from NORAD for CARE programs. In this case, the potential for public sector funds outweighed the potential for private support.

Each national Future Harvest will have the following attributes:

- The right to use the Future Harvest name as a trademark (through licensing agreements with Future Harvest USA).⁵¹
- A governing body mandated by law in the country of registration/incorporation.
- Representation in a Future Harvest body that helps coordinate the activities of all Future Harvest organizations.
- The eventual capacity to support itself through its fundraising.

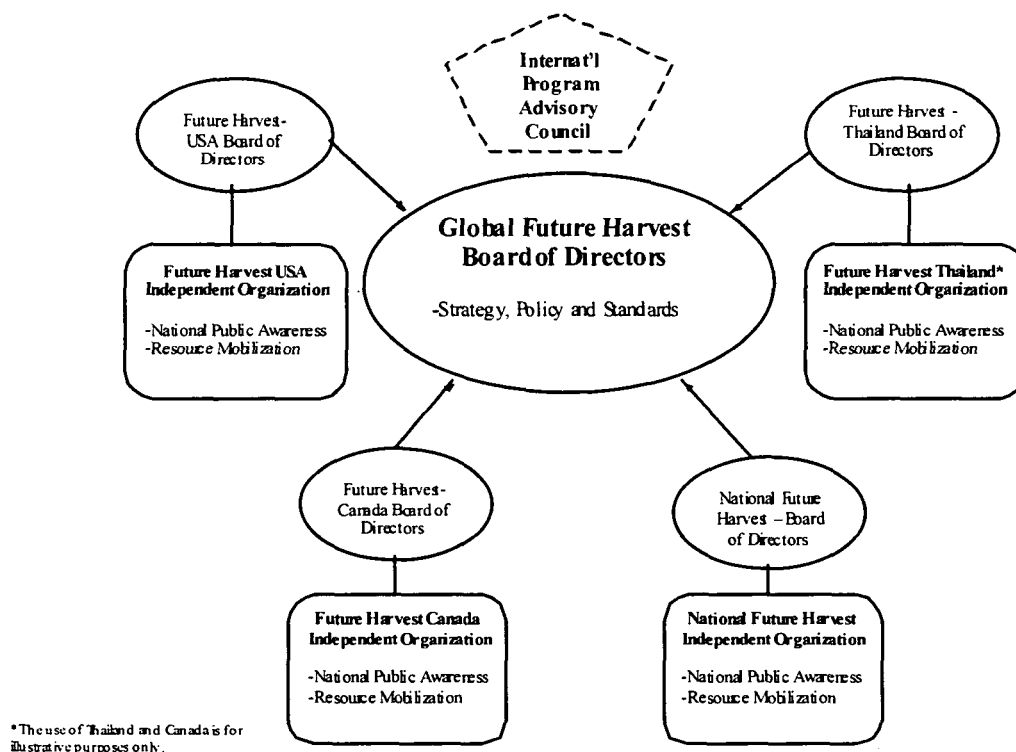
⁵⁰ Appendix G: Legal Structures

⁵¹ These licensing agreement are already in effect with the Centers.

Roles and Responsibilities:

- Build national constituencies for agricultural research through public awareness programs.
- Advocate for the CGIAR and agricultural system to the national government and to the public.
- Identify potential donors and develop solicitation strategies.
- Coordinate with Future Harvest on public awareness and resource mobilization activities and strategies.
- Contribute to the global effort to support the work of the CGIAR.
- Collaborate with Centers to support their programs.
- Agree to operate within the guidelines set by Future Harvest.
- Agree to the terms and conditions of the use of the Future Harvest name.

Future Harvest 2005



C. Future Harvest 2005

By 2005 the Future Harvest network will have developed sufficiently to establish national Future Harvest organizations in at least three countries in addition to the United States. The illustration above focuses on the Global Future Harvest structure only and does not represent linkages to the CGIAR. Future Harvest would continue to be linked to the CGIAR through its Board, which would now comprise representatives of all National Future Harvest organizations as well. As noted previously, the national organizations will register as independent nonprofit organizations able to raise funds in their country. As legal entities, each national organization will also have a governing body such as a Board of Directors. As the network grows into a confederation or federation of national organizations, mechanisms will be established to establish uniform policies, standard setting mechanisms and strategy. A Future Harvest Board of Directors will include representatives from each national organization. An optional International Program Advisory Council will have representation from the Centers, Donors and other agricultural research organizations to assure scientific accuracy in the work of Future Harvest. The Council would be independent of the Board, would not have policy-making authority but would provide programmatic advice to the

International will make the best use of modern technologies to become a truly global enterprise.

G. *Market Research and Promotions*

Targeted market research will allow Future Harvest to refine its message, assess its competition and better understand its various audiences.

Consultants expert in specific areas such as social marketing or endowment creation will supplement salaried staff. Promotional activities will help put the new image of the System before wider audiences. These may represent additional costs related to the nature of the campaign or marketing strategy.

Future Harvest will continue to grow incrementally in years three through five, adding staff and programs as it gains greater experience. Growth in these out years may be accelerated if the experience to date proves the value of a larger investment.

H. *Funding the Initiative*

The current Future Harvest is supported primarily by the Centers and also raises some funds for its own activities. In 1999 –2000 Future Harvest raised approximately \$213,000. It has the potential to raise significantly more in all sectors. In the long term, Future Harvest will be able to support itself through a variety of mechanisms. It may charge an administrative fee for funds raised for any particular Centers or it may “tax” all new grants. Special capacity-building grants or other funding may be available for discrete projects or activities. However, in the near term, during the period of Future Harvest’s development, self-support is not feasible. Realistically, Future Harvest fundraising activities are unlikely to yield substantial results in less than two years. Other means must be identified to support the initiative.

As noted above, the System already commits a significant amount of funds to resource mobilization and public awareness activities. As some of these activities are to be consolidated under Future Harvest and shifted from the Secretariat to Future Harvest, the funds already budgeted for their support could legitimately be shifted as well. The World Bank is currently the sole support for the Secretariat through a complex arrangement of contributions in kind, staff assignment and direct support. The reassignment of any of the World Bank funds will require strong advocacy from the System and support from the Bank. Additional funds may be available from the Ford Foundation to continue the marketing workshop at the Centers and other capacity building activities. It may also be possible to identify foundation support for building this capacity for the System among those donors who focus on long-term sustainability issues. However, the most likely short-term source of funds will be the traditional donors and the Centers. Whether through special grants or as part of their contribution to the Centers, the traditional donors will have to assess whether they are willing

and able to support this type of initiative. The Centers will also be called upon to increase their support of Future Harvest at a time when money is tight throughout the System. At issue is the willingness of both Centers and Donors to divert critical resources from the scientific agenda today in order to insure the survival of the System in the future through this form of strategic investment.

VIII. UPDATE ON CURRENT FINANCING STRATEGIES

A. *Center-based Strategic Marketing Plans*

With the support of a grant from The Ford Foundation, The Conservation Company, in collaboration with Richard Steckel of AddVenture Network, is providing strategic marketing workshops for interested centers. To date, five Centers (ICRAF, CIMMYT, WARDA, ILRI, and CIP) have participated in the workshops, with IPGRI and CIAT scheduled for later this year. Other Centers have expressed strong interest.

An intensive two-day workshop is designed to identify "marketable assets" and to create strategies for marketing those most promising to the business and philanthropic sections. The response to these workshops has been enthusiastic and has resulted in Centers making commitments to develop strategic marketing plans, set preliminary revenue targets, identify resources to implement such plans, and to consider both staff and Board capacities needed for the plan's success.

Specific Center experiences are summarized below.

International Centre for Research for AgroForestry (ICRAF)

ICRAF led the way by requesting to be the pilot site for the workshops, and so the first one was held in February 1999. ICRAF moved quickly to develop an ambitious, Board-approved marketing plan. In its early stages of implementation, the goal is to triple Center revenues to \$60 million annually within five years. Staff and Board members are working with a consulting team based in the United States to identify funding opportunities. ICRAF is gaining valuable experience that will be of benefit to the entire system.

ICRAF is currently in the early stages of implementing its marketing plan with a focus on U.S. based foundations and corporate funders. A series of face-to-face briefings has yielded considerable interest and some early indications of support. Several social marketing initiatives are being developed, some with the active support of Future Harvest and some with potential business partners including looking at the feasibility of arranging carbon credits for trees on farms.

Centro Internacional de Mejoramiento de Maiz yTrigo (CIMMYT)

The CIMMYT workshop, held in January 2000, included the DG, twelve key managers, and one Board member. They engaged in a highly energetic asset - identification exercise that focused on marketing opportunities for current research (including protein-enriched maize), re-packaged assets (research capacities and products that could be marketed to new customers), and future research (e.g. apomyxis and specially adapted wheat and maize to address

disease and nutritional issues). CIMMYT has considerable capacity and some private sector marketing experience. Its main interest is to earn sustained revenues to ensure the relevance of its research for the rural poor into the future. The workshop was well received with consistently high evaluation scores of all components.

Following the workshop, CIMMYT staff briefed the Board, which expressed support. CIMMYT is currently recruiting a senior level fundraiser— a “resource mobilization specialist”— and will fill the position by the end of the year. Once this person is hired, the Center will continue to build on the resource mobilization plan begun at the Ford-sponsored, January workshop. To date, no formal budget allocation has been made for these efforts. It is expected that this will be done in 2001.

Presently, CIMMYT is working with a communications consultant (referred to them by Richard Steckel) on developing pamphlets for and attract the interest of individual and institutional philanthropies.

West Africa Rice Development Association (WARDA)

The workshop was held in March 2000. The preliminary plan that emerged from the workshop (including a proposed investment of Center resources in marketing) was presented to the WARDA Board in June 2000. The major thrust of the plan, not surprisingly, is to market the New African Rice and its potential impact on smallholder farmers, women, and nutrition and health. The DG presented a summary of the strategy during MTM00 in Dresden.

WARDA is an unusual Center in that it is focused on a single commodity in a particular region. However, the considerable potential of the “New African Rice,” only at the earliest stages of realization, represents a significant asset with a variety of marketing possibilities. In particular, the widespread introduction of “New Rice for Africa” (NARICA) effectively addresses issues of rural poverty, gender, family issues, and rural economic development.

During the workshop, the consultants were asked to develop a “marketing platform” for NARICA. Implementation plans were then focused on rolling out NARICA to both existing donors and new funders. In addition, strategies were developed to market WARDA’s “African-ness” and its special status within the CGIAR.

Most recently, a team from the Harvard Business School has visited WARDA to develop case studies for marketing WARDA to foundations. A detailed Marketing Plan will be developed in early 2001.

International Livestock Research Institute (ILRI)

A Strategic Marketing Workshop was held in April 2000. Marketing ILRI'S broad research mandates and considerable research capacities was a major thrust of the workshop. A significant commitment was made by the DG to use earnings from the Center's reserve funds as an initial investment in expanded public awareness and high potential fund raising efforts. A report has been prepared and a marketing plan is in draft form and under discussion.

As with the other workshops, a major feature was identifying and prioritizing "marketable assets" of the Center. For example, the significant implications for human health of the Center's animal health and vaccines program are beginning to be recognized by the bio-medical research community. The ILRI participants were both comprehensive and creative in detailing these assets, with a special focus on the impact of programs that build the assets of smallholder farmers, primarily through enhanced dairy and nutrient management. Other strong marketing concepts included making the Center's unique research capacities available to the wider research community, expanding "safaris under the stars" to allow exposure of ILRI to prominent persons and organizations, and initiating a farmer-to-farmer sponsorship program.

The DG and Senior Management have made a dramatic commitment to implement well-targeted communications activities and high potential marketing and fundraising initiatives. The consulting team was asked to provide ongoing assistance to the strategy development/planning effort and advise on implementation of the approved strategies.

Centro Internacional de la Papa (CIP)

We held the workshop in September 2000. Twenty-two participants engaged in an intense process of identifying and prioritizing CIP's marketable assets and applying specific criteria established by the group. The full range of CIP's research activities were considered, including Vitamin A sweet potatoes, Biopesticides, Biodiversity, Andean roots and tubers, IPM, TPS, etc.

Two major areas were given highest priority. A comprehensive set of marketing concepts were developed for Vitamin A sweet potatoes and the diversity of indigenous potatoes, roots and tubers. Specific opportunities were identified to present the foundations, corporate funders and possible partners for cause-related marketing. It was decided to use a similar approach for other high priority assets and incorporate these into a strategic marketing plan. The consultants were asked to return in three months to assist with this effort and advise on implementation.

Finally, the group set a preliminary and sustainable revenue target of \$5 million to be reached over a five-year period. A beginning supplementary marketing

budget of \$500,000 was agreed to in principle as an annual investment in growth for the Center.

In conclusion, the workshops are striking a responsive chord with those Centers that are ready to consider alternative financing strategies. Such Centers have identified real opportunities to market to the private sector with potential impacts of 25-50 percent or more of their revenue base. They also have committed significant new funds as investments in diversifying and expanding revenue and gaining higher levels of awareness among key constituencies.

Hopefully, all Centers will have the opportunity to engage in a strategic marketing workshop or similar activity. Centers will also benefit from ongoing professional marketing and communications support made available through Future Harvest.

B. *Endowment Campaign*

The Working Group has been exploring the use of endowments as a possible financing strategy since the Mid Term meeting in Beijing in 1999. A variety of potential uses of an endowment were identified, namely:

- to provide permanent financing for the genetic resource collections around the world;
- to establish a special fund for natural resource management research in marginal lands; and/or
- to focus significant new resources on the most promising research for a particularly challenging region such as Sub-Saharan Africa.

In fact, the idea of preserving the germplasm collections through an endowment campaign had been on the table for several years. The 1995 External Review of the Genebanks, commissioned by The System Wide Genetic Resources Program (SGRP) and the genebank investment/upgrading plan (developed by SGRP in 1999) laid the groundwork for such an initiative. At MTM 2000, the Working Group recommended to the membership further exploration of the potential of an endowment for the germplasm collections. The Finance Committee made funds available for investigating the feasibility of such a special fund.

The idea picked up significant momentum with the endorsement and strong support of USAID. Center Directors enthusiastically supported the effort and asked that Geoff Hawtin, Director General of IPGRI, to lead a small Task Force to guide the overall effort. The Task Force is comprised of Hawtin as Chair, Barbara Rose (Future Harvest), and John Riggan (The Conservation Company). Other members will be co-opted as needed and the Task Force, in carrying out its work, will rely on advice and assistance from the CDC, the Inter-Center Working Group on Genetic Resources, the Working group of the Finance

Committee, CGIAR members and others. An internal working group has been established within IPGRI as well.

The importance of the CGIAR collections, namely the fact that they continue to be in the public domain and that there are good figures on the annual costs of conservation in Center genebanks, makes it logical to start by targeting funds to maintain these collections in perpetuity. However, it is not the intention to stop there. The broader objective of the campaign will be to raise adequate funds to maintain the genetic diversity of the world's most important crops by supporting the long-term security of national and regional as well as international genetic resources collections. Future Harvest is looking into the various practical and legal aspects of establishing and operating an endowment fund within Future Harvest.

The Trust Fund Task Force has been sensitive to the concerns that this be a broad based initiative serving the global community. It has consulted with the FAO throughout the process. The FAO recognizes that, if successful, the campaign will be a significant contribution by the CGIAR to the implementation of the FAO Global Plan of Action for Plant Genetic Resources. This plan calls for priority action to develop and sustain a more rational global genebank system. The Global Plan, agreed to by 150 countries in Leipzig, will celebrate its 5th anniversary in 2001. The fundraising initiative will be conducted within the framework of the International Undertaking, and the FAO Commission will be kept informed of progress. The Task Force is making every effort to be consultative in its work, reaching out to various constituencies including the G7 countries, developing countries, GFAR and the NGO community,

A meeting took place on August 2-3, 2000 at IPGRI in Rome for the purpose of exploring the possibility of launching a major fundraising campaign to support plant genetic resources collections around the world, including those in the Future Harvest Centers. The Trust Fund Task force members participated in the meeting, as did a number of IPGRI staff members, fundraising experts from Europe and Canada, and representatives from FAO.

Participants addressed the issue of how to "concretize" the vision for the project, which is the achievement of a rational and sustainable global genetic resources system precisely as called for in the Global Plan of Action. It was agreed that attaining this vision would require a number of steps, some of which could occur simultaneously. These steps would essentially constitute the components of a major campaign. They include:

- Bringing all of the genetic resources collections of the Future Harvest Centers to target standards of operation as described in the upgrading plan developed by the System-wide Genetic Resources Programme.
- Ensuring long-term sustainable support for the Future Harvest Collections.

- Designing the elements of an internationally agreed rational global genetic resource system.
- Putting into place and ensuring long-term sustainable support for that global system.

An international fundraising group, CCS, has been retained to undertake the feasibility study for the campaign. The study, which will take about five months to complete and will involve interviewing 70-90 individuals who principally represent potential donors. The study will also assess whether the campaign is worth pursuing and, if so, where and how best it might be undertaken. The experts cautioned against being too traditional in approach and advised us to consider a mix of strategies. Such strategies should include both an endowment and a straight fundraising campaign since the four elements noted in the concept above involve both immediate and long-term needs. It is likely that the campaign, if considered feasible, will target corporations and (particularly) wealthy individuals. Only a relatively minor portion of the funding is likely to be sought from public sector sources.

C. *Social Marketing Pilot Efforts*

Future Harvest and several Centers are exploring social marketing pilot initiatives. Social marketing is a broad term for the alliance formed between a corporation and an organization representing a social cause. In the case of the CGIAR, its goal is to increase awareness of its mission through contact with corporate constituents and to generate income for its programs through increased donations that are a result of higher visibility. The corporation, through its affiliation with an organization such as a Center or Future Harvest, seeks to extend brand equity, protect customer and employee loyalty, improve market share, expand media attention and – as a consequence of all these benefits – to measurably increase profitability. The company also seeks to put its money where its values are: to invest in a cause that matters to the corporation because it matters to its stakeholders.

Recent surveys indicate that more than 76 percent of consumers would switch to a corporate brand or product that supports a worthy cause; 83 percent have a more positive image of a company in such an arrangement; and 52 percent would pay up to 10 percent more for a socially responsible product.⁶⁷ Prominent multinationals like Nestle, American Express, and British Petroleum have successfully engaged in cause-related marketing or business arrangement initiatives and have effectively differentiated their products in the market place.

Several prominent examples illustrate the potential for generating unrestricted funding: Habitat for Humanity earned \$12 million from business partnerships in 1998; The Nature Conservancy made nearly \$5 million in 1997; The Global

⁶⁷ 1999 Cone/Roper Survey on Cause-related Marketing and Consumer Preferences.

Relief Tree Project raised \$25 million in four years through a partnership with Eddie Bauer; Save the Children earned \$5 million in 1998 through various licensing arrangements.

Future Harvest had considered a number and variety of potential marketing partnerships. With the help of the AddVenture Network, two highly promising marketing initiatives are under active consideration. Several Centers are either actively investigating social marketing schemes or have identified concepts for exploration with likely business partners. ICRAF and Future Harvest are working together on one such initiative. All of these efforts have several things in common:

- They are positive, non-controversial and mutually beneficial in design.
- They generate at least modest revenues while potentially gaining favorable recognition of the Center and the specific research activity.
- They have potential to grow from modest beginning into larger initiatives.

Given that the CGIAR and Centers have no expertise to draw on, there is much to learn from these early pilot efforts. These non-traditional approaches will require time and expertise to realize their potential.

Experts predict that a three-year period is typical. Year one focuses on creating quality partnerships, negotiates agreements and performs necessary research and other preparatory work. Year two launches the partnership and implements the marketing plan. Year three and beyond is designed to achieve increasingly positive revenue flows. The costs of establishing such initiatives can be quite modest for initial pilot efforts. However, heavier investments may be needed for larger scale efforts once feasibility is established.

Future Harvest and several Centers are committed to moving forward with these early initiatives. Their experience could prove highly valuable to the broader strategy of diversifying and expanding revenues.

IX. CONCLUSION

The initiative begun over eighteen months ago is culminating with a new vision for the long-term sustainability of the System. Its cornerstone is a new, exciting image of the CGIAR that does not look back to past glories, but instead focuses on the growing revolution in agricultural science and the contribution that the CGIAR continues to make. It links the CGIAR to the critical issues of the day and establishes its value so explicitly that governments and donors cannot afford to let it languish.

Future Harvest is the vehicle for this global public awareness/resource mobilization effort, and its efforts will link the Centers in a global confederation that will aggressively market this new image of the System to their traditional donors and to the private sector. Success is not guaranteed. The effort is not inexpensive. However, the potential gains may provide for the long-term assurance that the Centers can continue the essential work that they have done in the past, and, more importantly, continue to grow and tackle the challenges of tomorrow. The investment is worth it.

Given the magnitude of proposed structural changes within the CGIAR and the integral relationship with financing strategies, it is essential that these important initiatives move forward in synthetic harmony. However, it is equally critical to maintain the momentum already generated by the long-term financing exercise and to capitalize on the growing interest at Center level.

In the immediate future we recommend the following action steps:

1. Build and expand the Future Harvest organization.

The Board of Directors should be immediately expanded. All public awareness and resource mobilization activities should be integrated under Future Harvest. Communications and fundraising specialists should be recruited and hired to develop and launch the new strategy at Center and System levels.

2. Continue strategic marketing and communications assistance to the Centers.

These ongoing efforts are already bearing fruit. The Ford Foundation-supported strategic marketing workshops should be expanded to include hands-on support for development of marketing plans and for implementation of high potential initiatives. The Story Development Initiative has already helped Centers place their most compelling work in the popular media.

3. Continue exploration of major fundraising strategies to understand their likely impact on future revenues.

The System has made the commitment to assess the feasibility of a major endowment/fundraising campaign in order to achieve permanent financing for the genetic resource collections. Mounting an extensive endowment campaign will have major implications on the entire network. Capacity immediately will have to be ratcheted up throughout the System and be heavily directed towards the endowment. Future Harvest's development will benefit from working side-by-side with trained fundraising professionals, but it will also be challenged to manage such a large initiative. By MTM 01, it will be clear whether or not such a campaign is likely to succeed. Specific plans will be submitted at that point.

The potential of social marketing and other mutually beneficial partnerships with the business sector should continue to be explored by Future Harvest and interested Centers.

4. Continue exploration of Future Harvest nodes in the United Kingdom and Belgium and the establishment of a Future Harvest Canada.

Future Harvest has already contracted with individuals to assess potential in the UK and Belgium. The Canadian NSO has approached Future Harvest to become Future Harvest Canada. These are all positive steps in repositioning Future Harvest as a global organization.

Finally, the Working Group would like to note that its mandate and function will be completed with the presentation of this report to the membership at ICW 00. We recommend that until the formal launch of an enhanced Future Harvest, the existing groups focused on public awareness and resource mobilization (i.e. Public Awareness and Resources Committee (PARC), Public Awareness Association (PAA), and Resource Mobilization Network (RMN)) continue to function and support the work of Future Harvest and the Centers.

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***PLEASE CONTACT SECRETARIAT FOR THESE APPENDICES.**

APPENDIX A

CGIAR PAST AND CURRENT FUNDING: A BRIEF REVIEW

Composition:

ODA Sources: Official Development Assistance (ODA) sources, direct and indirect, are projected to invest \$305 million in CGIAR in 2000 as compared with \$275 million in 1990. Funding grew at an annual rate of 1% between 1990 and 2000. The share of ODA sources in CGIAR funding has declined from 95% in 1990 to 89%, in 2000.

- The \$241 million ODA directly contributed by the members of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) will account for about 70% of the total funding in 2000. This proportion is lower than in 1990 (73%) and 1980 (71%).
- The \$65 million invested in the CGIAR by international and regional organizations -such as ADB, IFAD, UNDP, and the World Bank, which also subscribe to DAC goals and are majority "owned" by DAC countries- will account for 19% in 2000 (of which World Bank 13%). This represents a decline from 22% in 1990 (WB: 12%).

Developing Countries are projected to invest \$13 million in 2000, about 4% of CGIAR funding. Their investments are up sharply, in both absolute and percentage terms, from very modest levels in 1990.

Foundations and non-CGIAR donors will provide \$7 million and \$15 million respectively for a total of about \$22 million or 6% of CGIAR funding in 2000. The increase in absolute and percentage terms, up from \$12 million or 4% in 1990, is solely due to an expansion in non-CGIAR sources. These sources are diverse; ranging from private foundations funding specific projects to one-time financiers of center activities, with time bound funding horizons.

Membership:

CGIAR membership stands at 58 in 2000, a sharp expansion over 37 in 1990. The expansion is almost entirely due to a higher number of developing countries in 2000 (21 industrialized countries and 22 developing and transition countries). About 25% of the funding growth of \$52 million between 1990 and 2000 can be attributed to the membership expansion; the rest came from traditional investors.

Type of Funding:

A little over half, 53%, of 2000 funding will be provided without ex-ante restrictions limiting its use to specific activities. This is a significant drop from 68% in 1990. Of the \$180 million provided without restrictions in 2000, 72% will come from DAC countries, 25% from the World Bank and 3% from the developing countries. (Funding from foundations and non-CGIAR donors is fully

restricted.) In 1990, ODA sources provided 80% of their funding without restrictions; this proportion is projected to decline to about 55% in 2000.

The table below provides illustrative financial figures corresponding to the proposed strategy. The following underpin the scenario:

- Continuing overall growth projected at 2%, the same annual rate as in the 1990-2000 period. This rate of growth, at best, maintains funding in real terms.
- Maintenance in nominal terms of ODA funding (future overall support from ODA providing countries may be a blend of ODA and non-ODA sources).
- Doubling, by 2010, Southern financial participation.
- Expansion of private sector support through philanthropy, endowment and business partnerships.

Funding for CGIAR Programs:1980 - 2010

(in \$millions)

	1980	Change	1990	Change	2000 est.	Change	2010 projection
Sources of Funding							
ODA Sources	130	144	275	30	305	0	305
DAC members	99	112	211	30	241	0	241
Institutions	20	10	30	-11	19	0	19
World Bank	12	22	34	11	45	0	45
Developing Countries	3	-2	1	12	13	15	28
Foundations	6	0	6	1	7	0	7
Non-CG Donors	0	6	6	9	15	45	60
Total	140	148	288	52	340	60	400
Annualized change (%)							
Total		8%		2%		2%	
ODA Sources		8%		1%		0%	
Unrestricted Funding -Amount	110	85	195	-15	180	0	180
Of which: DAC members					130		130
World Bank					45		45
as % of total	79%		68%		53%		45%
Composition of funding (%)							
ODA Sources	93%		95%		90%		76%
DAC members	71%		73%		71%		60%
Institutions	14%		10%		6%		5%
World Bank	9%		12%		13%		11%
Developing Countries	2%		0%		4%		7%
Foundations	4%		2%		2%		2%
Non-CG Donors	0%		2%		4%		15%

APPENDIX B
RESOURCE MOBILIZATION & PUBLIC AWARENESS SURVEY RESULTS

Resource Mobilization Staffing in 2000 & 2001*

	Total RM Dedicated Staff			
	2000	Ave. % Time	2001	Ave. % Time
International	20	34.9	21	39.4
Local	8	43.1	8	43.1
Administrative	12	84.6	13	87.3
Other	3	58.3	4	68.8
Total	43		46	
Average per Center	3.31		3.54	

	Total RM Involved Staff			
	2000	Ave. % Time	2001	Ave. % Time
DG	14	26.5	14	27.2
DDG	19	17.1	19	19.7
International	310	9.7	330	11.1
Local	17	7.1	29	9.5
Administrative	9	22.8	11	21.4
Other	17	15.3	19	20.8
Total	386		422	
Average per Center	29.69		32.46	

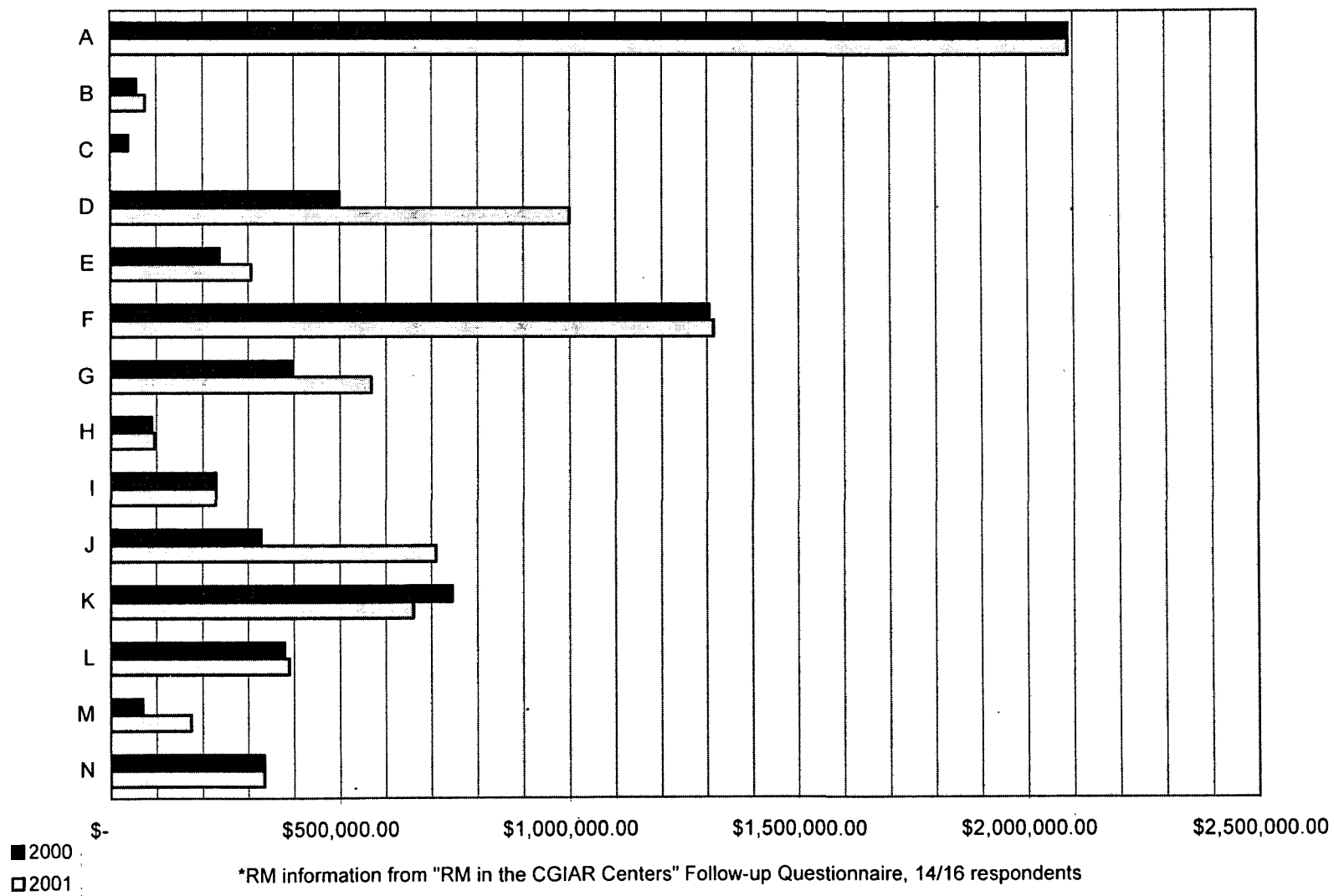
Total Dedicated RM Staff		
	2000	2001
CIAT	9.0	9.0
CIFOR	1.0	1.0
CIMMYT	0.0	2.0
CIP	0.0	0.0
ICARDA	0.0	0.0
ICLARM	2.0	3.0
ICRISAT	5.0	5.0
IFPRI	1.0	1.0
IITA	8.0	8.0
ILRI	4.0	4.0
IPGRI	2.0	2.0
IRRI	2.0	2.0
ISNAR	2.5	2.5
IWMI	7.5	7.5
TOTAL	44.0	47.0
AVE	3.4	3.6

Total RM Staff (Dedicated & Involved Staff)		
	2000	2001
CIAT	41.0	41.0
CIFOR	23.0	31.0
CIMMYT	6.0	9.0
CIP	16.0	21.0
ICARDA	29.0	36.0
ICLARM	34.0	43.0
ICRISAT	69.0	75.0
IFPRI	56.0	57.0
IITA	16.0	16.0
ILRI	35.0	35.0
IPGRI	21.0	21.0
IRRI	67.0	67.0
ISNAR	8.5	8.5
IWMI	15.5	15.5
TOTAL	437.0	476.0
AVE	33.6	36.6

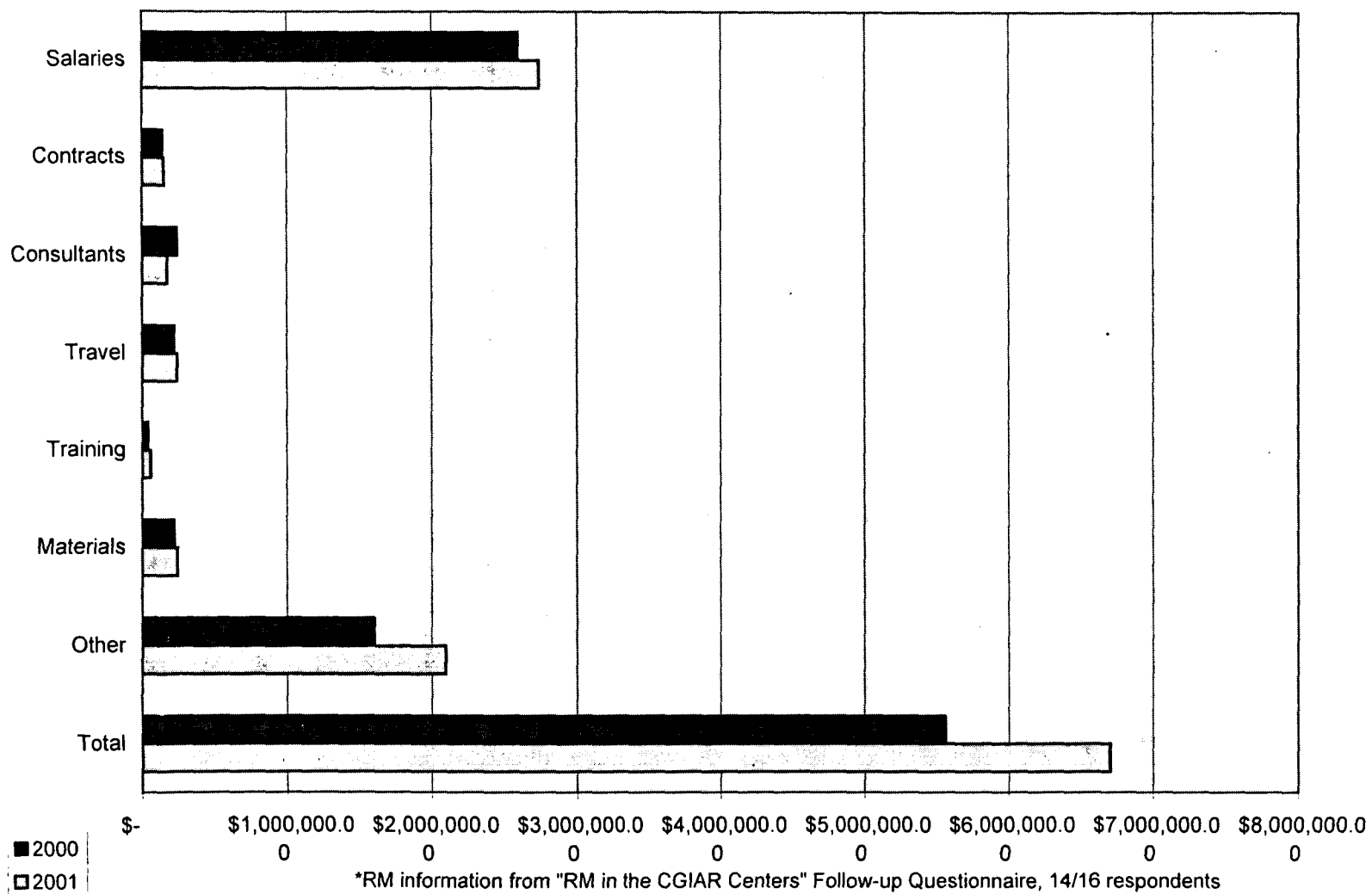
* PA information from "PA in the CGIAR Centres" Questionnaire 2000, 16/16 respondents

RM information from "RM in the CGIAR Centers" Follow-up Questionnaire, 14/16 respondents

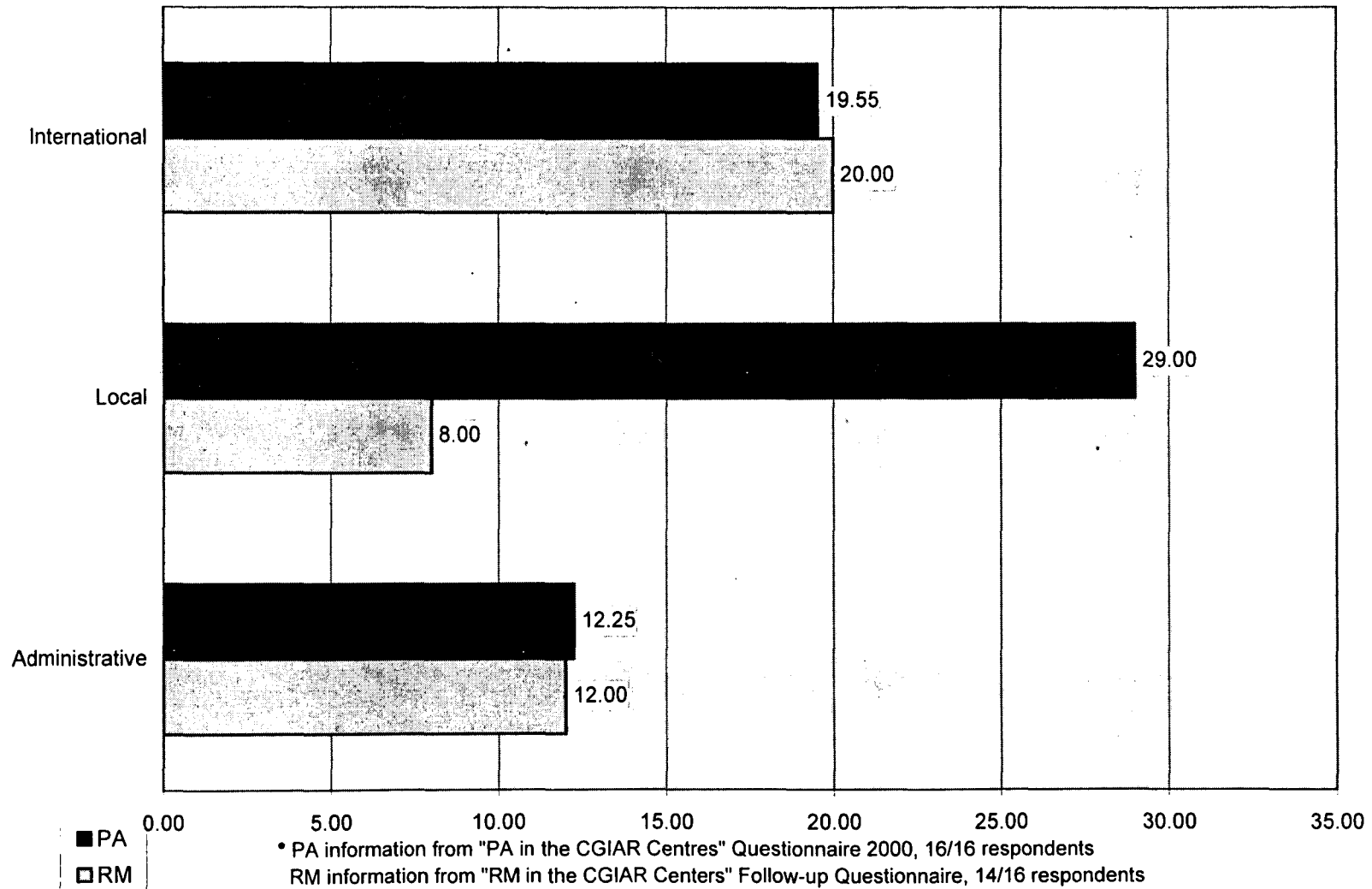
Total Expenditures on RM*



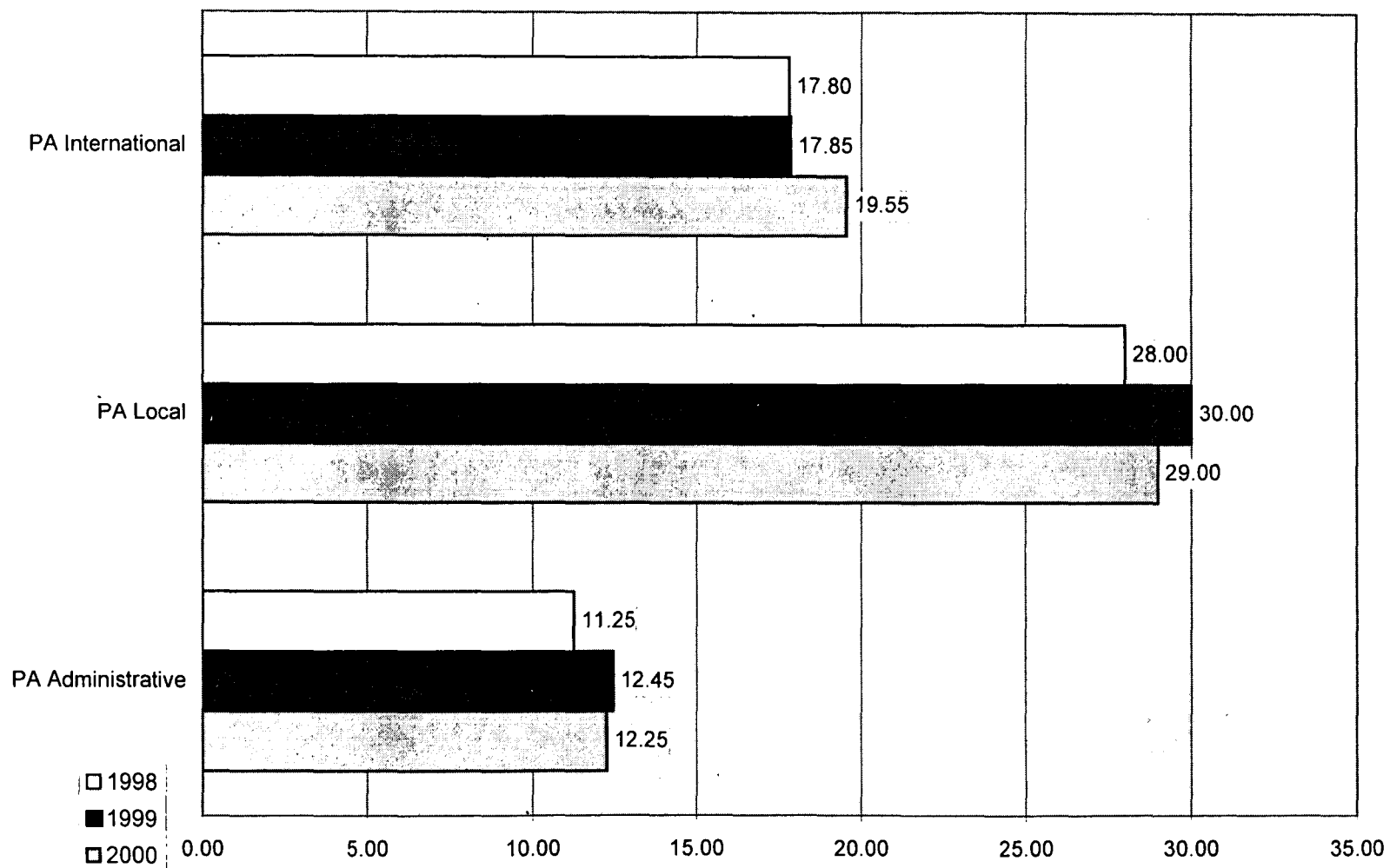
Total Expenditures for RM by Category*



2000 PA-RM Staffing* **Total Number of PA-RM Staff Members**

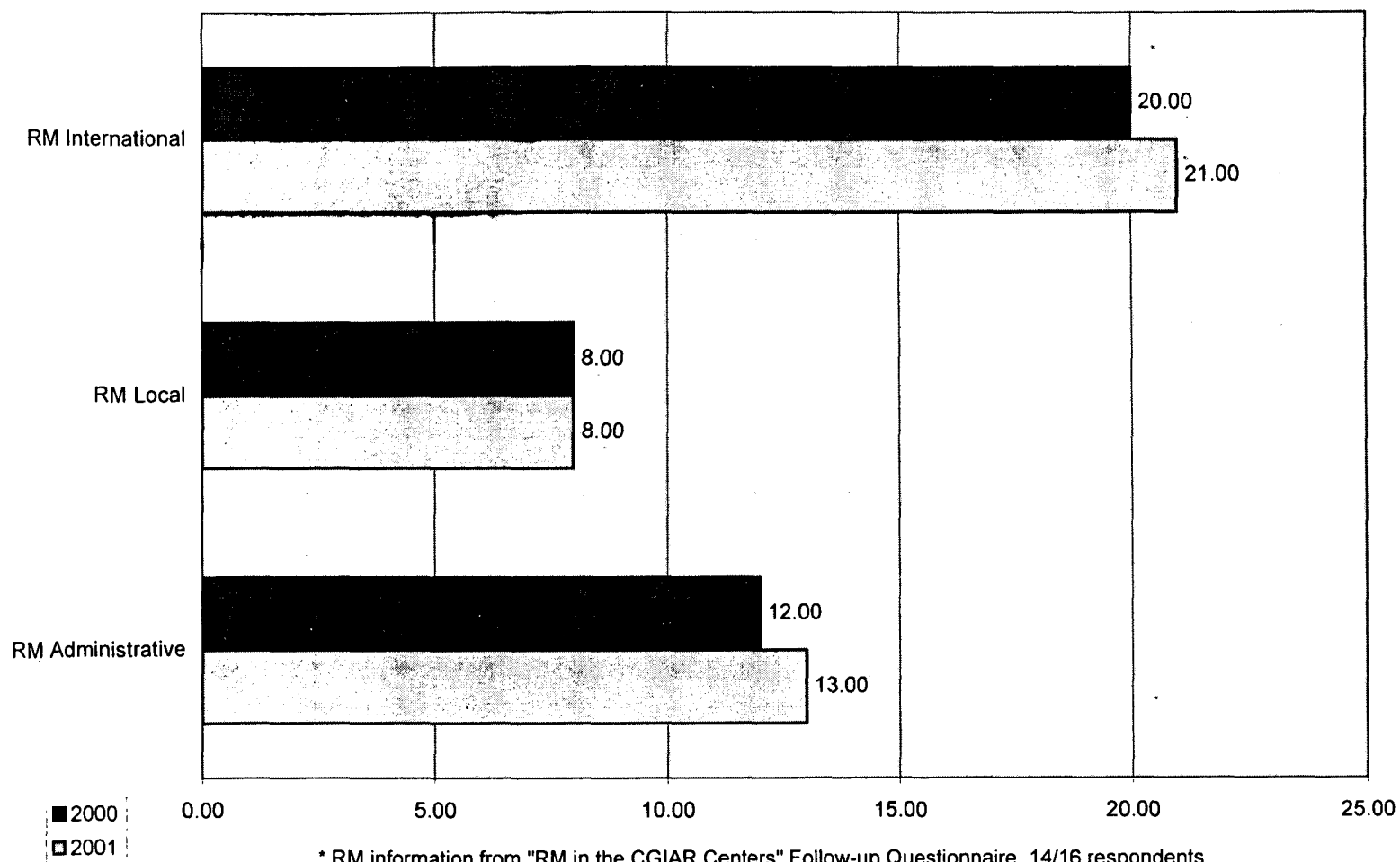


Total PA Staffing*

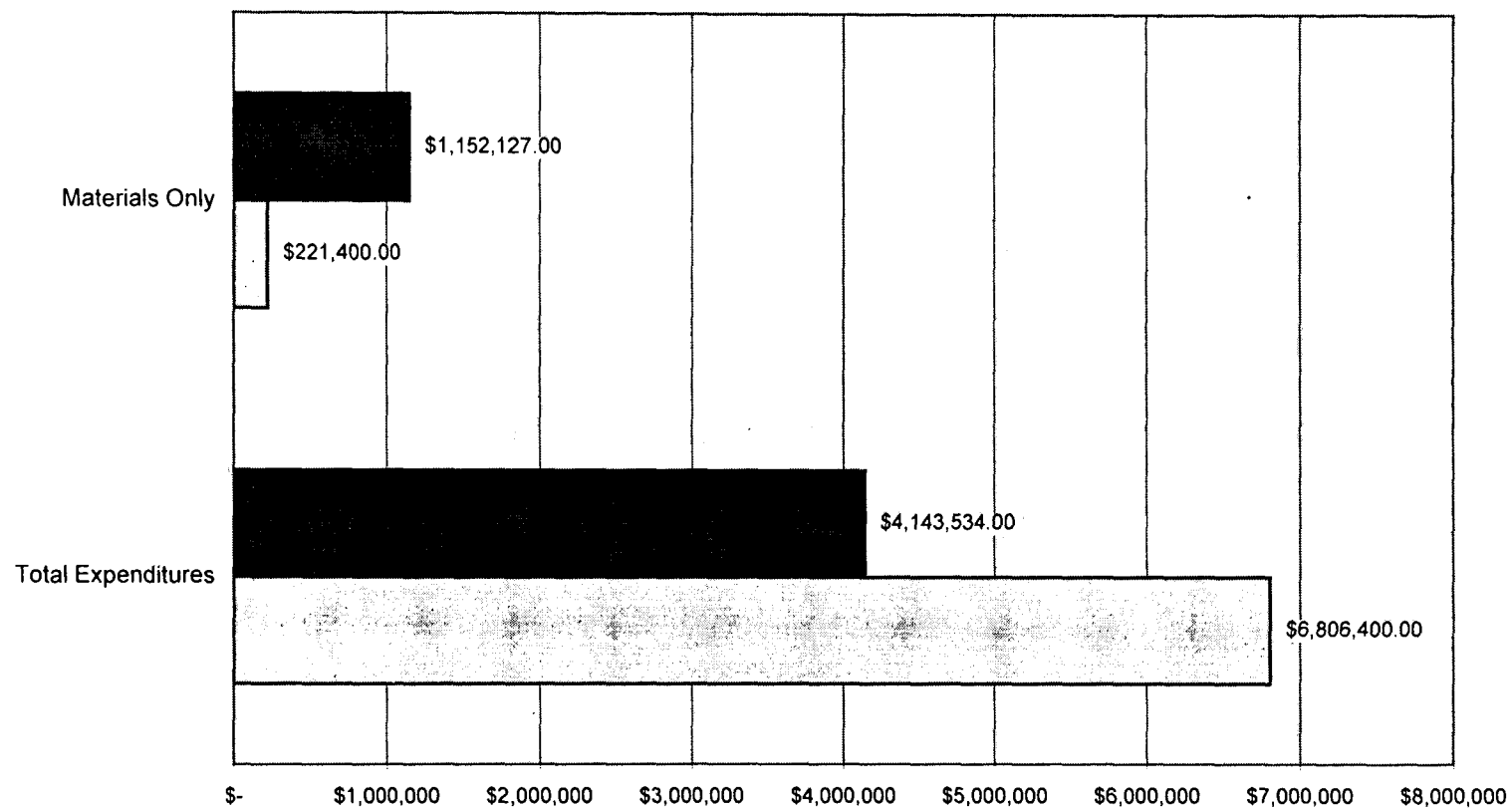


* PA information from "PA in the CGIAR Centres" Questionnaire 2000, 16/16 respondents

RM Dedicated Staffing*



2000 PA-RM Expenditures*



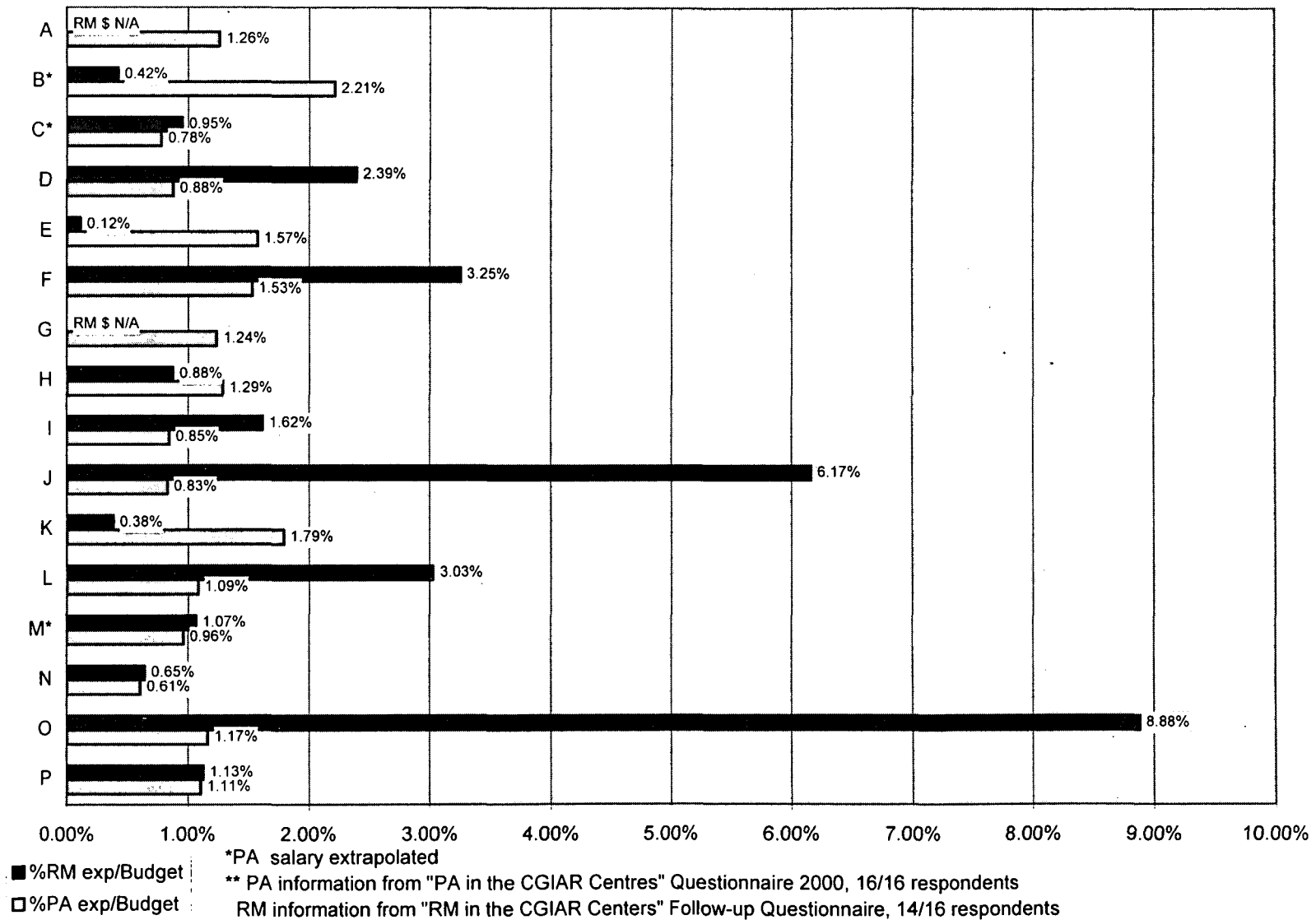
■ PA

□ RM

* PA information from "PA in the CGIAR Centres" Questionnaire 2000, 16/16 respondents

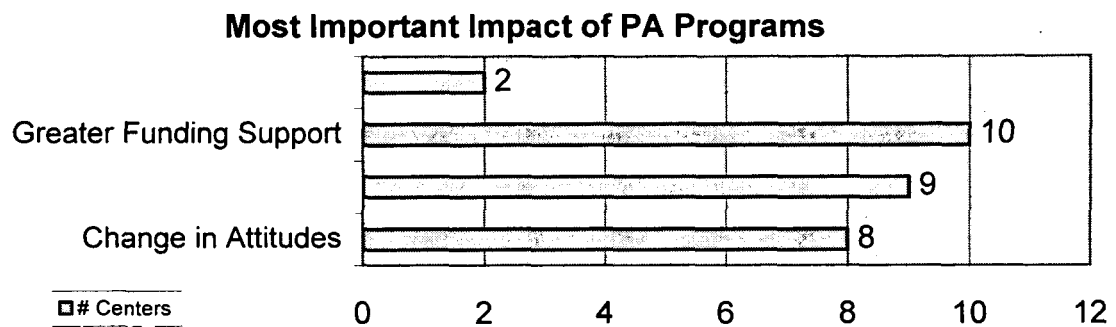
RM information from "RM in the CGIAR Centers" Follow-up Questionnaire, 14/16 respondents

RM-PA Expenditures as % of Budget**

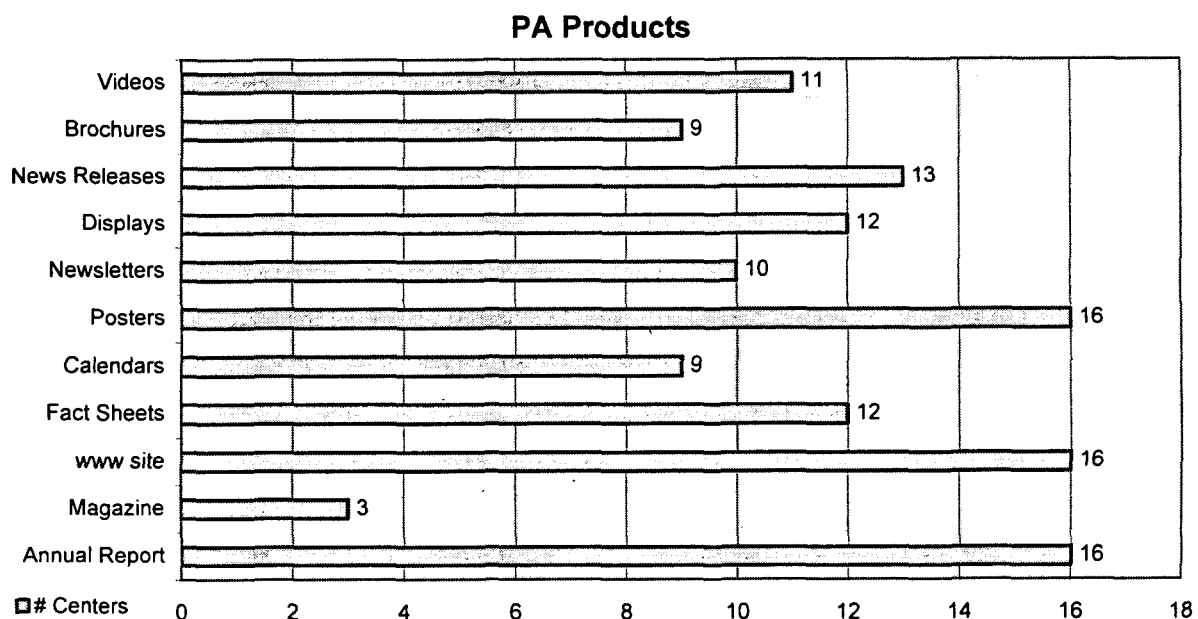


SPRING 2000 PA QUESTIONNAIRE SUMMARY:
PUBLIC AWARENESS IN THE CGIAR CENTRES
16/16 respondents

- Most important impact of PA programs:



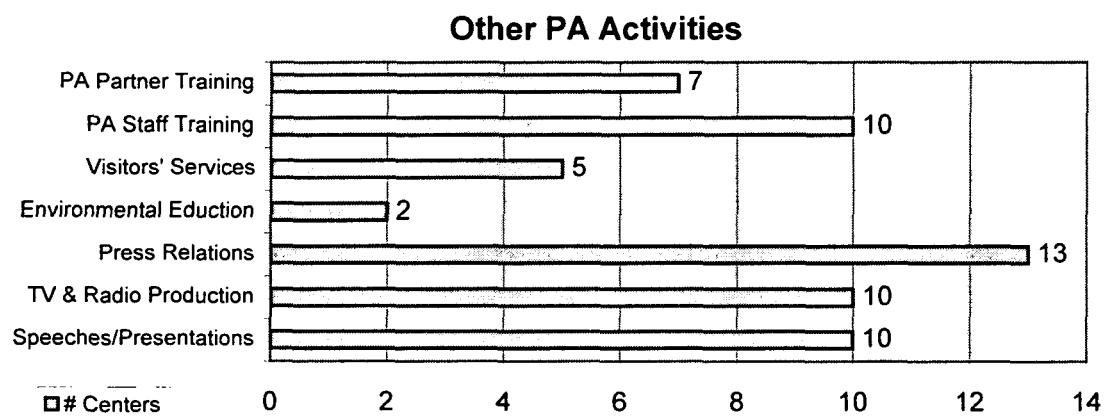
- PA Products by the Centers include the following:



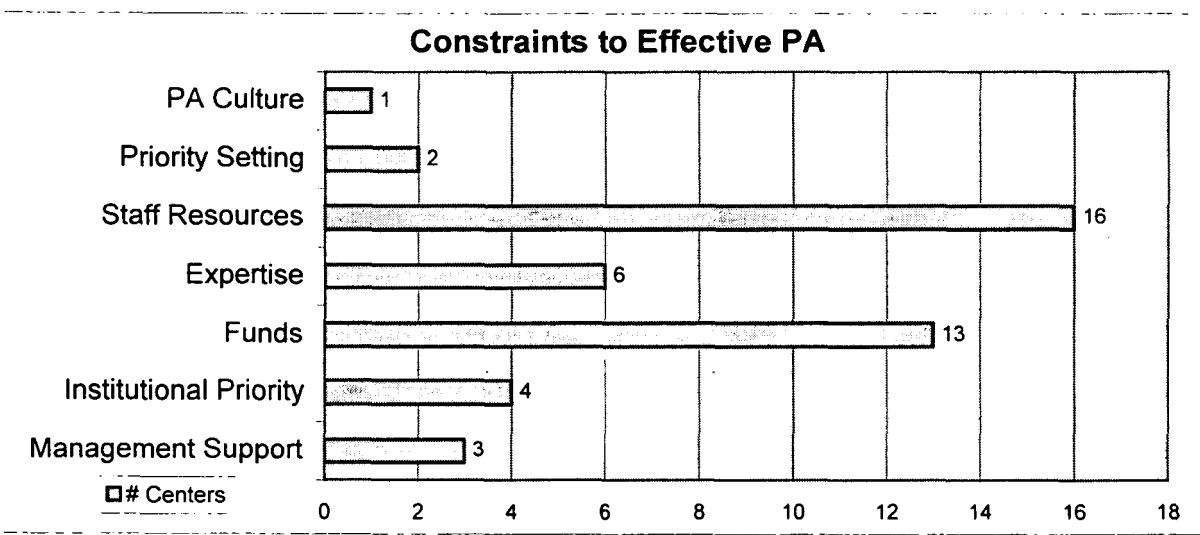
Accounting for a high percentage of the PA budget, the annual report represents about 14-86% of a center's PA budget, with an average of 34.8% for all centers.

- The Centers sense that the top 10 most effective PA products are:
 1. Annual Report
 2. Posters
 3. Displays
 4. Videos
 5. Fact Sheets
 6. Websites
 7. Calendars
 8. Newsletters
 9. Brochures
 10. Magazine

- Other PA Activities include:



- Constraints to effective PA were the following:



APPENDIX C: TIMELINE FOR MARKETING AND COMMUNICATIONS ACTIVITIES

[illegible]

APPENDIX C: TIMELINE FOR MARKETING AND COMMUNICATIONS ACTIVITIES

[illegible]

APPENDIX E

FUTURE HARVEST JOB DESCRIPTIONS AND QUALIFICATIONS

FUTURE HARVEST - CAPACITY NEEDS – KEY DIRECTORS

Executive Director

The Executive Director represents the agency before the public, serves as the primary connection to the board of directors and manages the day-to-day operations of the organization.

- Provides strategic vision and leadership
- Builds a strong management team composed of marketing, communications and resource mobilization directors, staff and consultants to achieve PA/RM goals.
- Leads efforts for diversifying funding.
- Orchestrates the work of the team, in harmony with the 16 Centers to devise and implement strategies to achieve goals.
- Works with the Centers DGs and the Future Harvest board to establish policy and identify/establish positions on critical issues.
- Works with Future Harvest “Ambassadors”, Center DGs and others to secure financial support for the Centers and their research activities.
- Interacts with the Secretariat to support and build public funding.

Qualifications:

- A highly motivated self-starter who works well in teams as well as independently.
 - Proven skills in international management, team development, public speaking, communication and fundraising.
 - Excellent interpersonal and relationship building skills.
 - Strongly outcome oriented.
 - Entrepreneurial, but with experience in complex organizations.
 - At least 15 years significant management and development experience; non-profit management a plus.
 - Well-connected, and with a proven network of donor contacts in New Wealth communities.
 - As principal spokesperson in media and other public venues, s/he must be a skilled and strong presenter.
 - Agricultural, academic or science background is helpful.
 - Ph.D. or equivalent degree.
-

Director of Development

The Director of Development is responsible for managing and directing Future Harvest development activities.

- Plans and manages all fundraising activities for Future Harvest organization.
- Expected to raise increasing amounts of private funds from individuals, corporations, foundations, and other organizations, concentrating primarily on securing gifts of six figures.
- Works with the Executive Director, Director of Marketing, Director of Communications and DGs to devise resource mobilization strategies for Centers.
- Works with Centers' RM staff to expand expertise and capacity.
- Recruits and contracts consultants to help develop and advance fundraising strategies.
- Supports resource mobilization efforts by the Secretariat for public donors.

Qualifications

- Minimum six years of fund raising experience, including a proven record of success in raising money from corporations, foundations and other organizations.
 - Ten years of work experience in increasingly responsible positions preferably some overseas experience or with international organizations.
 - Strong working knowledge of various forms and requirements of fundraising (direct mail, personal solicitation, major gifts, events, planned giving, proposal writing, etc.),
 - Demonstrable ability to communicate skillfully and persuasively, both orally and in written form.
 - Excellent interpersonal and relationship building skills.
 - Experience with complex organizations.
-

Director of Marketing

The Marketing Director provides strategic direction and management of all marketing activities related to advancing the Future Harvest brand, reputation, visibility and relevance.

- Works with the Executive Director, Director of Development, Director of Communications and Center PA staffs to devise marketing strategies.
- Works with Centers to create marketing strategies and link these to Future Harvest plans.
- Plans and manages all marketing programs and marketing training.
- Provides strategic direction and management of the marketing activities of the Executive Director and Future Harvest “Ambassadors.”
- Hires and manages the work of consultants.

Qualifications

- 12-15 years business marketing experience.
 - A demonstrated field-marketing orientation and track record for effectiveness with subsidiary, branch or affiliate offices.
 - Grounded in disciplined brand marketing and sales in both large and lean-resource organizations.
 - Proven skills in international marketing, team development.
 - Self-starter, strong, self-confidence and business minded.
 - Excellent interpersonal and relationship building skills.
 - Strongly outcome oriented and entrepreneurial.
 - Excellent organizational, presentation and communication (verbal and written) skills.
 - Experience with complex organizations a plus.
 - Agricultural or science background is helpful, along with some non-profit experience.
 - Master’s degree in marketing preferred.
-

Director of Communications and Public Awareness

The Director of Communications and Public Awareness manages and directs all activities related to advancing the Future Harvest brand, reputation, visibility and relevance. Target audiences include the donor community, the media, the general public, policymakers and government agencies.

- Works with the Executive Director, Director of Marketing, Director of Development and Center PA staffs to devise communications and PA strategies and assists with training as needed at Center level.
- Plans and manages all communications programs and special events.
- Works with the Centers to analyze information and achieve consensus among the Centers in order to develop organization-wide positions and programs.
- Provides strategic direction and management of the visibility of the Executive Director and Future Harvest “Ambassadors” including strategy for appearances, speeches, interviews, etc.
- Manages work of public relations offices and consultants.

Qualifications

- 10 plus years experience in corporate communications, public relations, advertising or marketing.
- A good eye for creating a polished and professional image for the organization.
- Experience in both large and lean resource organizations; ability to function well in complex environment.
- Ability to manage and prioritize a diverse range of simultaneous activities.
- Demonstrated success in handling diversified communication and public awareness activities.
- Strong presentation skills, written and verbal.
- High comfort levels with deadlines and working under pressure.
- Good interpersonal skills; should be outgoing, energetic and with a can-do attitude.
- Agriculture or science knowledge or experience helpful.
- MBA/MA preferred.

APPENDIX L
WORKING GROUP MEMBERS

Alex F. McCalla (Chair)

Professor Emeritus
Agriculture and Resource Economics
University of California at Davis

Anne S. Acosta

Former Resource Mobilization Network
Representative
Former Donor Relations Officer
CIMMYT

Per Pinstруп-Andersen

Chairman of the Center Directors
Committee
Director General
IFPRI

Walter P. Falcon

Former Chair of the Committee of
Board Chairs
Co-Director
Center for Environmental Science and Policy
Stanford University

Sarwat Hussain

Senior Information Officer
CGIAR Secretariat

Jean-Pierre Jacqmotte

Executive Secretary
CGIAR Center Directors Committee

Iain MacGillivray

Chairman of the Finance Committee
Senior Adviser
Agriculture and Natural Resources Policy
Branch
Canadian International Development Agency

Kurt J. Peters

Chairman of the Committee of Board Chairs
(Chairman of the Board of Trustees, ICLARM)
Department of Animal Breeding in the Tropics
Humbolt University Berlin

Ruth D. Raymond

Chair, Public Awareness Association
Senior Scientist, Public Awareness
IPGRI

John E. Riggan

Chairman and CEO
The Conservation Company

Stacy Roberts

Resource Mobilization Network
Representative
Special Assistant to the Director General
IFPRI

Barbara A. Rose

Director of Operations
Future Harvest

Ravi Tadvalkar

Secretary, CGIAR Finance Committee
CGIAR Secretariat

Carl-Gustaf Thornström

Senior Research Adviser, Agriculture
Department for Research Cooperation
Swedish International Development
Cooperation Agency

Hubert Zandstra

Chairman of PARC and Future Harvest
Director General
CIP